Summary of the Proposal to Merge the Departments of Plant Cellular and Molecular Biology and Molecular Genetics

This document attempts to summarize relevant issues regarding the merger of the Departments of Plant Cellular and Molecular Biology and Molecular Genetics. Full details of issues outlined herein can be found in the attached documentation. Document titles and page numbers as assigned by CAA are:

- Request for Approval of the Merger of the Departments of Plant Cellular & Molecular Biology and Molecular Genetics into a new Department “Molecular Genetics” -- CAA pages 1-3 of 59

- Appointments, Promotion and Tenure Criteria and Procedures for the Department of Molecular Genetics – CAA pages 4-32 of 59

- Pattern of Administration -- CAA pages 33-52 of 59

- Graduate Education in the Merged MG Department -- CAA pages 53-57 of 59

- Undergraduate Majors, Curriculum and Courses in the Merged Department of MG and PCMB – “MG” -- CAA pages 58-59 of 59

- Approval of required governance documents on March 10, 2010 no page number assigned
Executive Summary

The Departments of Molecular Genetics and Plant Cellular and Molecular Biology were a part of the legacy College of Biological Sciences that has now been incorporated into the College of Arts and Sciences. The teaching, research and service programs of the two departments are complementary. The departments seek to merge into a single integrated department named Molecular Genetics. The new department brings together nearly all of the eukaryotic model system geneticists at OSU under a single administrative and educational unit. The merged department will be of higher visibility and have a significantly higher impact, both locally and nationally, than either parent department.

There will be no significant changes in the graduate or undergraduate programs or curricula as a result of the merger. Rather, these changes will be proposed in the semester curriculum proposal for the merged department.

The proposal for the merged department had unanimous approval from the affected faculty and received an overwhelmingly positive vote at the college level.

Background

Many of the greatest recent advances in biology have resulted from discoveries in molecular biology and genetics utilizing model genetic organisms. Testament to this is the fact that in this decade five Nobel prizes, with profound impacts on science, technology, and clinical therapy, stemmed from discoveries made utilizing model genetic systems (2001, cell cycle; 2002, development; 2006, RNAi; 2007, ES cells; 2008, GFP). The study of fundamental problems in biology utilizing model genetic systems is a strength of the research endeavors at OSU. However, we propose a vision here that will markedly enhance these strengths by merging the two main departments that utilize model genetic organisms to answer key questions in eukaryotic biology - Molecular Genetics (MG) and Plant Cellular and Molecular Biology (PCMB). Individually these departments share the same vision and both are independently significant forces in the teaching, service, and research missions of the Ohio State University (OSU). We seek to merge into a single integrated department – Molecular Genetics - bringing together nearly all of the eukaryotic model system geneticists at OSU under a single administrative and educational unit. The merged department will be of higher visibility and have a significantly higher impact, both locally and nationally, than either parent department.

Department Histories

The Molecular Genetics (MG) department, created in 1987, is a unit that employs model systems and genetic approaches to study basic biological questions. The faculty consists of 14.35 FTE positions, which has been constant throughout the past decade. The number of faculty members (21) exceeds the FTE number, because numerous members hold joint appointments in other units, including in the College of Medicine, College of Education and Human Ecology and the College of Arts and Sciences - a testament to MG’s role in interdisciplinary collaborations. Despite the static number of FTEs, MG has been a leader in training an increasing number of students/scholars in molecular sciences and it has been an active participant in the cross-college interdisciplinary graduate programs. Finally, MG has maintained an excellent track record of scholarly research funded by extramural grants.

PCMB was formed in 1998 as a 10-member group with a cohesive focus on basic, modern plant molecular biology. The department hired several dynamic, high profile faculty members that have consistently published well, attracted extramural grant funding and trained students and postdoctoral associate. However, recent retirements/resignations have left PCMB’s numbers below critical limits.
**Rationale for Merger**

Although MG and PCMB faculty members generally use different model systems, there is considerable overlap in scholarly interests. Examples are: A. Hopper (MG), Wharton (MG), and Ding (PCMB) study RNA trafficking in yeast, Drosophila, and plants, respectively; Osmani (MG) and Meier (PCMB) use proteomics to study the nuclear envelop in fungi and plants, respectively; and numerous faculty members study signal transduction pathways in systems ranging from fungi to invertebrates to plants to vertebrates. Hence, the merger will provide opportunities to synergize scholarly overlap and strengths in the teaching, research, and service missions of a merged department faculty.

**Voting Results on the Department Merger**

In October 2008, the faculty of each department voted unanimously to merge. In October 2009, the University Senate solicited a vote of faculty of the College of Biological Sciences on the merger. The results were 58 in favor and 0 against.

**Rationale for the Department Name**

The MG and the PCMB departmental faculty members and representative graduate students and staff jointly met on numerous occasions to extensively discuss the possible merger. The faculty of each department voted unanimously to merge (Oct. 2008). Numerous discussions concerning the name of the joint department resulted in a 26 to 3 vote in favor of naming the joint department “Molecular Genetics”, MG.

**Department Governance**

Departmental Governance is discussed at length in the Departmental Pattern of Administration and the Appointments, Promotion and Tenure Document. The documents for the merged department were approved by Vice Provost Williams on March 10, 2010. See pages CAA 4-32 of 59 and CAA 33-52 of 50 for the approved documents.

**Enumeration of Affected Faculty**

Salaried Faculty in the Merged Department

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Rank</th>
<th>TIU</th>
<th>FTE (10/1/10)</th>
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<tbody>
<tr>
<td>Alonso, Ana Paula</td>
<td>Assistant Professor</td>
<td>MG</td>
<td>1.00</td>
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<tr>
<td>Asano, Maki</td>
<td>Assistant Professor</td>
<td>MVIMG</td>
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<tr>
<td>Bird, Amanda</td>
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<td>Human Nutrition</td>
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<td>Bisaro, David</td>
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<td>Chamberlin, Helen</td>
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<td>MG</td>
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<tr>
<td>Cole, Susan</td>
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<tr>
<td>Ding, Biao</td>
<td>Professor</td>
<td>PCMB</td>
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<tr>
<td>Doseff, Andrea</td>
<td>Associate Professor</td>
<td>Internal Medicine</td>
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<tr>
<td>Fisk, Harold A</td>
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<td>MG</td>
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<tr>
<td>Name</td>
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<td>Department</td>
<td>Rating</td>
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<tr>
<td>--------------------</td>
<td>------------------------------</td>
<td>------------</td>
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<tr>
<td>Grotewold, Erich</td>
<td>Professor</td>
<td>PCMB</td>
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<tr>
<td>Hamel, Patrice P.</td>
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<td>PCMB</td>
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<td>Herman, Paul</td>
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<td>MG</td>
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<td>Hopper, Anita</td>
<td>Professor &amp; Chair</td>
<td>MG</td>
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<td>Hopper, Jim</td>
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<td>Biochemistry</td>
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<td>Lamb, Rebecca</td>
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<td>Leone, Gustavo</td>
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<td>Meier, Iris</td>
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<td>Osmani, Stephen</td>
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<td>Park, Hay-Oak</td>
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<td>Seeger, Mark</td>
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<td>Verma, Deshpal</td>
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<td>Wu, Jian-Qiu</td>
<td>Assistant Professor</td>
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Summary of the Merger of PCMB and MG – Page 5

Auxiliary and Non-Salaried Faculty Appointments in the Merged Department

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<thead>
<tr>
<th>Name</th>
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<tr>
<td>Booton, Gregory</td>
<td>Auxiliary Assistant Professor</td>
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<tr>
<td>Burghes, Arthur</td>
<td>Professor</td>
<td>Molecular &amp; Cellular Biochem</td>
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<tr>
<td>Davis, Craig</td>
<td>Professor</td>
<td>Environ &amp; Natural Res</td>
</tr>
<tr>
<td>de la Chapelle, Albert</td>
<td>Professor</td>
<td>MVIMG</td>
</tr>
<tr>
<td>Fuerst, Paul</td>
<td>Professor</td>
<td>EEOB</td>
</tr>
<tr>
<td>Gopalan, Venkat</td>
<td>Professor</td>
<td>Biochemistry</td>
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<tr>
<td>Jang, Jyan-Chyun</td>
<td>Associate Professor</td>
<td>Horticultural &amp; Crop Sciences</td>
</tr>
<tr>
<td>Mackey, David</td>
<td>Associate Professor</td>
<td>Horticultural &amp; Crop Sciences</td>
</tr>
<tr>
<td>Ostrowski, Michael</td>
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<td>Molecular &amp; Cellular Biochem</td>
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<tr>
<td>Parris, Deborah</td>
<td>Professor</td>
<td>MVIMG</td>
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<tr>
<td>Tabita, F. Robert</td>
<td>Professor</td>
<td>Microbiology</td>
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Emeritus Faculty in the Merged Department

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<th>Name</th>
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<td>Birky, C. William</td>
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<td>Bohning, Richard H.</td>
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<td>Cline, Morris G.</td>
<td>PCMB</td>
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<td>Evans, Michael L.</td>
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<tr>
<td>Johnson, Lee F.</td>
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<td>Oakley, Berl R.</td>
<td>MG</td>
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<tr>
<td>Raghavan, Valayamghat</td>
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<td>Sack, Fred D.</td>
<td>PCMB</td>
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<td>Sayre, Richard T.</td>
<td>PCMB</td>
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<td>Scholl, Randy</td>
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<tr>
<td>Seymour, Roland L</td>
<td>PCMB</td>
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<tr>
<td>Tassava, Roy A</td>
<td>MG</td>
</tr>
</tbody>
</table>

Effect of Merger on Untenured Faculty

Because of the complementary nature of the two departments, the similarity of mission, similarity of teaching loads and similarity of expectations for performance, the merger should have little or no effect on untenured faculty. However, the existing departments recognize that assistant and associate professors may be concerned about potential changes in expectations for performance and standards for promotion and tenure. Therefore, for two years following the departmental merger, assistant and associate professors have the option to be reviewed for promotion and tenure by the promotion and tenure committee of the merged department or by the committee of their former department constituted according to the former department’s APT document. Each assistant or associate professor must notify...
the department chair of his/her choice of a promotion and tenure committee within six months of the approval of the department merger by the Board of Trustees but no later than the beginning of Spring Quarter before a formal evaluation for tenure and/or promotion would take place.

Effect of Merger on Research

The merged department represents a sum of the existing units and should have no immediate impact on the research programs of individual faculty. The increased research profile of the merged department (e.g., from the sum of number of researchers, research expenditures, publications, etc.) should increase the visibility and impact of the merged unit on and off campus.

The Pattern of Administration contains the following wording regarding research in the merged department:

B. Research

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

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

Additional details about evaluation of research productivity are discussed in MG's APT document (Appointment, Promotion and Tenure Criteria and Procedures). For example, the Chair will assess research productivity for annual evaluations on the basis of the last three academic years, with the greatest weight given to the most recent year.

Faculty will also engage in:

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

Effect of Merger on Teaching

The attached documents regarding undergraduate and graduate education address curricular issues within the merged department. There will be no significant, short-term changes in courses or curricula as a result of the merger. A new curriculum for the merged department will be submitted with the curricular plans for semesters.

Teaching loads for the two departments are the same and in both departments, new members of the faculty normally have fewer responsibilities for teaching than do senior members. Therefore there will be no significant changes in teaching loads as a result of the merger. The approved pattern of administration includes the following section on teaching in the merged department:

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

All 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. This may be increased for faculty members who are not active in carrying out a funded research program.

**Classroom teaching responsibilities**: A typical full time (9 month) faculty member with a 100% appointment in the department will be responsible for classroom instruction as assigned by the Chair in accordance with the member’s expertise and needs in undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the MG graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Integrated Biomedical Science Graduate Program (IBGP). Since most courses in the department are team taught, the formal instruction will usually be distributed among several different courses.

Other instructional activities in which faculty will participate include:

- Preparation, development, and revision of materials for use in each quarter's course offering(s), including not only new research results, but also the teacher's own research results;
- Supervision and mentoring of Graduate Teaching Associates;
- Recruitment and mentoring of graduate students in the MG program or other relevant graduate program(s) in which a faculty member is a direct supervisor;
- Assistance in the mentoring of graduate students not under the faculty member's direct advising through service on graduate student research advisory/exam committees, supervising students doing laboratory rotations, and/or training students from other laboratories in techniques.
- Supervision and mentoring of undergraduate students, advising Honors students in preparation of curricula for Honors in the Liberal Arts and research proposals for Graduation with Distinction (research) programs, support and advising of the process of application to graduate and professional school through counseling, and preparation of letters of recommendation, as the supervisor of student assistants in laboratory and field situations, and/or as a mentor in supervised undergraduate research courses (e.g., 293, 693, H783).
A. Course Offerings and Teaching Schedules

The Department Chair will work with the Curriculum Committee to determine the pattern of course offerings and potential instructor assignments at least one year in advance. The Department Chair will then consult at least annually with each faculty member to discuss that person's teaching preferences. The ideal would be for each faculty member to teach the courses he/she wants to on a schedule he/she devises. The Faculty and Department Chairs will work towards that ideal contingent on the demands of the curriculum. Faculty teaching assignments as to courses taught and when must adhere to the realization that certain courses need to be taught for the curricula, both graduate and undergraduate, to function effectively. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. In making final teaching assignments, the Chair will be guided by a combination of the curricular needs, the wishes of the faculty member, the departmental faculty workload, the projected course enrollment, and the plans/expectations of the faculty member for that year.

Effect of Merger on Service

The merged department represents a sum of the existing units and should have no immediate impact on service responsibilities of individual faculty or of the department as a whole. Over time, the merger might allow for efficiencies that could increase the effectiveness of the merged department. The approved Pattern of Administration includes the following section regarding service in the merged department:

C. Service

The service component of each faculty member's duties and responsibilities reflects the need for university scholars to contribute to university governance, professional organizations, and society as a whole, and to share fully and intimately in the intellectual and scholarly life of the University. All faculty are expected to participate in the following types of service:

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

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

1. University service - New faculty are unlikely to be elected to governing bodies such as the University Senate or Graduate Council, but many responsibilities in University service are assigned by the Chair of the Department; faculty members with interests in serving on specific committees should make these interests known to the Chair. Furthermore, each year the University Senate asks members of the faculty if they are interested in serving on Senate committees, and faculty members are encouraged to indicate such an interest.
2. Professional service - All faculty are expected to participate in one or more professional societies or organizations. Elected office or committee assignments come to relatively few young scientists. Nevertheless, offers to help established committees or in routine matters at a conference are often welcomed and can lead to additional responsibilities for a new member in an organization. Most individuals who are involved in research and publishing will be asked to review manuscripts for publication and grant applications. Records of such activities should be kept.

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

Effect of the Merger on Graduate Education
A stronger more visible department will have an overwhelmingly positive impact on graduate education. The merged department intends to have a single unified graduate program. Students in the existing departmentally-based programs may elect to participate in the merged program or continue in their current degree program, with the requirements in place at the time of their initial admission.

Graduate education in the merged department is discussed in the document entitled, “Graduate Education in the Merged MG Department”.

Effect of Merger on Undergraduate Students
The MG and PCMB majors share many of their science and biology components and requirements, so there is substantial compatibility of the two programs. Hence, the two majors attract similar clienteles, and maintaining them should not pose academic issues. The unified department should be able to offer significant upgrades to the services for undergraduates.

Undergraduate courses and curricula will not change significantly as a part of the merger. Rather, changes will be included in the semester curriculum proposal from the merged department.

Staff Issues
On the short term, the merged department represents a sum of the existing units. There are no plans to increase or decrease staffing as a result of the merger. Staff duties within the merged department could shift to increase staff efficiency and effectiveness.

Space and Fiscal Issues
The space assigned to the merged department is the sum of the space assigned to each of the existing departments. No additional space is needed to accommodate the merger.

The budget of the merged department was established according to the new budgeting process in the College of Arts and Sciences. No additional financial resources are required to accommodate the merger. Over time, the merger might allow for efficiencies that could increase the effectiveness of the merged department.

Impact on Diversity
Both existing departments are committed to enhancing diversity. The merger itself will neither enhance nor impede diversity efforts in the merged unit.
Impact on Internal Constituencies
At minimum, the merged department represents a sum of the existing units with a neutral impact on internal constituencies. However, we anticipate synergies in the merged department that increase visibility and the impact of the merged department on internal constituencies.

Impact on External Constituencies Including Alumni
At minimum, the merged department represents a sum of the existing units with a neutral impact on internal constituencies. However, we anticipate synergies in the merged department that increase visibility and the impact of the merged department on external constituencies.

Impact on Academic Freedom and Responsibilities
The merger should not impact academic freedom and responsibilities of its faculty. The merger was approved unanimously by the faculty. Details of the operation of the merged department are found in the approved Pattern of Administration and APT documents.

General Discussion of the Merger Process
The two departments jointly prepared a strategic plan for the merged department Dec. 2008 and this document was very favorably reviewed by 6 external renowned scientists. The MG and PCMB faculty members also prepared the appended new MG Pattern of Administration and Promotion and Tenure documents. Both of these documents have unanimous support. Consequences and opportunities arising for improved undergraduate and graduate education have been discussed by subcommittees that included student representatives and by the faculty of both departments at large. The resulting documents are also appended to this request for approval for the merger of MG and PCMB.

While waiting for approval merger documents, the two departments have held joint monthly faculty meetings; jointly participated in faculty recruitment, have had several joint department-wide receptions, attended each other’s departmental seminars, and have helped each other with recruitment of the separate incoming graduate student classes – essentially very successfully operating as a single unit. We look forward to approval of this exciting departmental merger.
MEMORANDUM

TO: Anita K. Hopper, Chair
Department of Molecular Genetics

Matthew S. Platz, Interim Dean
College of Biological Sciences

FROM: Susan S. Williams,
Vice Provost for Academic Policy and Faculty Resources

RE: Required governance documents

DATE: March 10, 2010

I am pleased to approve the Department of Molecular Genetics’ Pattern of Administration, dated April 2009 and Appointments, Promotion, and Tenure Document, dated April 2009. These documents will be kept on file in the Office of Academic Affairs. If any revisions are made to these documents, a revised and dated document should be forwarded to OAA.

OAA is beginning to post all college and department governance documents on its website. In order to facilitate this, please send an electronic copy of this document to my assistant at cormier.5@osu.edu.

Thank you.
Request for approval of the merger of the departments of Plant Cellular & Molecular Biology and Molecular Genetics in to a new department “Molecular Genetics”
Request for approval of the merger of the departments of Plant Cellular & Molecular Biology and Molecular Genetics into a new department “Molecular Genetics”

**Background:** Many of the greatest recent advances in Biology have resulted from discoveries in molecular biology and genetics utilizing model genetic organisms. Testimony to this is the fact that in this decade five Nobel prizes, with profound impacts on science, technology, and clinical therapy, stemmed from discoveries made utilizing model genetic systems (2001, cell cycle; 2002, development; 2006, RNAi; 2007, ES cells; 2008, GFP). The study of fundamental problems in Biology utilizing model genetic systems is a strength of the research endeavors at OSU. However, we propose a vision here that will markedly enhance these strengths by merging the two main departments that utilize model genetic organisms to answer key questions in eukaryotic biology - Molecular Genetics (MG) and Plant Cellular and Molecular Biology (PCMB). Individually these departments share the same vision and both are independently significant forces in the teaching, service, and research missions of the Ohio State University (OSU). We seek to merge into a single integrated department – Molecular Genetics - bringing together nearly all of the eukaryotic model system geneticists at OSU under a single administrative and educational unit. The merged department will be of higher visibility and have a significantly higher impact, both locally and nationally, than either parent department.

**Rationale:** Although MG and PCMB faculty members generally use different model systems, there is considerable overlap in scholarly interests. Examples are: A. Hopper (MG), Wharton (MG), and Ding (PCMB) study RNA trafficking in yeast, Drosophila, and plants, respectively; Osmani (MG) and Meier (PCMB) use proteomics to study the nuclear envelop in fungi and plants, respectively; and numerous faculty members study signal transduction pathways in systems ranging from fungi to invertebrates to plants to vertebrates. Hence, the merger will provide opportunities to synergize scholarly overlap and strengths in the teaching, research, and service missions of a merged department faculty.

**Histories of MG and PCMB:** The Molecular Genetics (MG) department, created in 1987, is a unit that employs model systems and genetic approaches to study basic biological questions. The faculty consists of 14.35 FTE positions, which has been constant throughout the past decade. The number of faculty members (21) exceeds the FTE number, because numerous members hold joint appointments in other units, including in the Coll. Med., Coll. Human Ecol., and Coll. Biol. Sci. - a testament to MG’s role in interdisciplinary collaborations. Despite the static number of FTEs, MG has been a leader in training an increasing number of students/scholars in molecular sciences and it has been an active participant in the cross-college interdisciplinary graduate programs. Finally, MG has maintained an excellent track record of scholarly research funded by extramural grants. The data supporting these statements can be found in the posted strategic plan.

PCMB was formed in 1998 as a 10-member group with a cohesive focus on basic, modern plant molecular biology. The department hired several dynamic, high profile faculty members that have consistently published well, attracted extramural grant funding and trained students and postdoctoral associate. However, recent retirements/resignations have left PCMB’s numbers below critical limits. The data supporting these statements can be found in the posted strategic plan.

**Process leading towards the departmental merger approval request documents:** The MG and the PCMB departmental faculty members and representative graduate students and staff jointly met on numerous occasions to extensively discuss the possible merger. The faculty of each department voted unanimously to merge (Oct. 2008). Numerous discussions concerning the name of the joint department resulted in a 26:3 vote in favor of naming the joint department “Molecular Genetics”, MG.

The two departments jointly prepared a strategic plan for the merged department Dec. 2008 and this document was very favorably reviewed by 6 external renown scientists. [The MG strategic plan, as well as the other strategic plans from the College of Biological Sciences, have been posted on the]
OSU web (http://www.biosci.ohio-state.edu/deans/strat-plan.php)]. The MG and PCMB faculty members also prepared the appended new MG Pattern of Administration and Promotion and Tenure documents. Both of these documents have unanimous support. Consequences and opportunities arising for improved undergraduate and graduate education have been discussed by subcommittees that included student representatives and by the faculty of both departments at large. The resulting documents are also appended to this request for approval for the merger of MG and PCMB.

While preparation of the above documents was in process, the two departments have held joint monthly faculty meetings; jointly participated in faculty recruitment, have had several joint department-wide receptions, attended each other’s departmental seminars, and have helped each other with recruitment of the separate 2009-2010 incoming graduate student classes – essentially very successfully operating as a single unit. We look forward to administrative approval of this exciting departmental merger.
APPOINTMENTS, PROMOTION AND TENURE CRITERIA AND PROCEDURES FOR THE 
DEPARTMENT OF MOLECULAR GENETICS

Approved by

The faculty of MG; Mathew Platz, Interim Dean of the College of Biological Sciences; 
Joseph A. Alutto, Executive Vice President and Provost, Office of Academic Affairs.

April, 2009
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PREAMBLE

This document is a supplement to Chapter 6 of the Rules of the University Faculty (Additional Rules Concerning Tenure Track Faculty Appointments, Reappointments, Promotion and Tenure) http://trustees.osu.edu/rules6/index.php and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews http://oaa.osu.edu/OAAP_PHandbook.php and other policies and procedures of the College of Biological Sciences (CBS) and University to which the Department and its faculty are subject.

Should those rules and policies change, the Department of Molecular Genetics (hereafter referred to as the Department) will follow those new rules and policies until such time as the Department can update this document to reflect the changes. In addition, this document must be reviewed, and either reaffirmed or revised, at least every four years on appointment or reappointment of the Department's Chair.

This document must be approved by the Dean of CBS and the Office of Academic Affairs before it may be implemented. It sets forth the Department's mission and, in the context of that mission and the missions of the CBS and University, the Department's criteria and procedures for faculty appointments and for faculty promotion, tenure and rewards, including salary increases. In approving this document, the Dean of the CBS and the Office of Academic Affairs accept the mission and criteria of the Department and delegate to it the responsibility to apply high standards in evaluating current faculty and faculty candidates in relation to its mission and criteria.

The faculty and the administration are bound by the principles articulated in Faculty Rule 3335-6-01 http://trustees.osu.edu/rules6/ru6-01.php of the Administrative Code. In particular all faculty members accept the responsibility to participate fully and knowledgeably in review processes; to exercise the standards established in Faculty Rule 3335-6-02 http://trustees.osu.edu/rules6/ru6-02.php and other standards specific to the Department and to the CBS; and to make negative recommendations when these are warranted in order to maintain and improve the quality of the faculty.

DEPARTMENT MISSION

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

The department provides education at the undergraduate and graduate levels in areas of classical genetics, biology, molecular biology, cell biology and developmental biology as well as allied areas that pertain to special topics of current faculty interest through a variety of programs including undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the MG graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Integrated Biomedical Science Graduate Program (IBGP). Education of students is addressed through formal lectures, seminar courses, laboratory exercises, tutorials, one-on-one or group discussions and demonstrations.
The research mission of the department is focused on the analysis of fundamentally important problems in genetics, molecular biology, cell biology and developmental biology using a broad array of research approaches encompassing disciplines of genetics, genomics, biochemistry, cell biology, development biochemistry, physiology and structure. The emphasis within the department is to exploit model organisms ranging from microbes to higher plants and animals to best make new discoveries and advance our understanding of how life forms work.

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

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

**APPOINTMENTS**

**Criteria: Tenure Track Faculty**

All faculty appointments will be made with the goal of enhancing the quality of the department. All appointed faculty will have an earned doctoral degree (Ph.D. or M.D. or equivalent). Appointments at the rank of assistant professor will be made to individuals who have strong prior research accomplishments, the potential for sustained research productivity at OSU, a high probability of securing outside funding to support their research, and strong teaching capabilities.

**Recruitment of regular tenure track faculty**

The Department is committed to making only faculty appointments that enhance or have the strong potential to enhance the Department's quality and mission and who have the strong potential to attain tenure and advance through the ranks of Associate Professor and Professor.

Although there will be variations in the specific criteria established for any given faculty search, the following criteria apply to all searches for regular tenure track faculty:

- Earned Ph.D. or equivalent in a field relevant to the mission of the Department and the specified research area(s) of the position;
- Postdoctoral research experience;
- Demonstrated ability to carry out modern research through to completion, as evidenced by publications in refereed journals of original research;
- Demonstrated potential to develop into an accomplished teacher, as evidenced by evaluations of prior teaching or other relevant experiences;
- Commitment to excellence in undergraduate and graduate education in a major research university setting;
- Potential for interacting with colleagues and students in a way that will enhance their academic work and attract other outstanding faculty and students to the Department.
The Ohio State University has as its stated mission "the attainment of international distinction in education, scholarship, and public service." The departmental criteria for appointment, reappointment, and promotion and tenure are consistent with this mission. Appointment decisions for regular faculty positions, as defined in rule 3335-5-19 (http://trustees.osu.edu/rules6/ru6-02.php) of the Administrative Code, are based on criteria that reflect strong potential to attain tenure and advance through the faculty ranks.

Faculty in the Department of Molecular Genetics will normally be hired at the rank of assistant professor or higher. However, circumstances may occasionally arise in which it may be appropriate to hire a faculty member at the rank of instructor. An appointment to the rank of instructor is always probationary. An instructor must be approved for promotion to assistant professor by the beginning of the third year of appointment or the appointment will not be renewed beyond the end of the third year. When an instructor is promoted to the rank of assistant professor, prior service credit will be granted for time spent as an instructor unless the faculty member indicates in writing at the time of the promotion that he or she does not wish such credit. This written request must be forwarded to the Office of Academic Affairs through the dean of the college so that tenure records may be adjusted accordingly.

An appointment to the rank of assistant professor is always probationary and may not exceed six years, including prior service credit unless there is an extension of the tenure period as described below (Exclusion of time from probationary periods). An assistant professor is reviewed for promotion and tenure no later than the sixth year of appointment as an assistant professor and informed by the end of the sixth year as to whether promotion and tenure will be granted at the beginning of the seventh year.

**Recruitment of Senior (Associate and Full Professor) Level Faculty**

An appointment as professor or associate professor will generally entail tenure, either upon hiring or after a probationary period according to faculty rule 3335-6-02 “No faculty member attains tenure automatically. Tenure may be acquired either in the original appointment to the regular tenure-track faculty rank of associate professor or professor or upon promotion from within the university to the rank of associate professor, or following a successful probationary period at the rank of associate professor or professor.” All appointments to the rank of associate professor or professor require prior approval of the provost.

An appointment at the rank of associate professor will be based on convincing evidence that the faculty member has achieved excellence as a teacher, as a scholar, and as one who provides effective service; and can be expected to continue a program of high quality teaching, scholarship, and service relevant to the mission of the Department of Molecular Genetics. An appointment at the rank of professor will be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service.

**Criteria: Auxiliary Faculty**

Auxiliary faculty include persons with adjunct titles, visiting titles and lecturer titles; also professors, associate professors, assistant professors, and instructors who serve on appointments totaling less than 20% service to the university. Visiting faculty, whose appointments may not exceed three continuous years, include individuals on leave from other academic institutions and temporary faculty. The criteria are similar to those used for the appointment of regular faculty in the department. Auxiliary appointments are made with the intent of strengthening the departmental graduate and undergraduate degree programs, the teaching program and the service activities of the Department of Molecular Genetics. According to university rules, auxiliary faculty are not eligible for tenure and may not vote in promotion and tenure matters.
Criteria: Courtesy Appointments for Regular Faculty

The Department of Molecular Genetics may occasionally appoint as non-salaried faculty, members of other academic units at the university. The criteria are similar to those used for the appointment of regular faculty in the department. Non-salaried appointments are made with the intent of strengthening the departmental graduate and undergraduate degree programs, the teaching program and the service activities of the Department of Molecular Genetics. Courtesy appointments are accorded all rights of the faculty (except voting is specifically limited to salaried faculty) and they are accorded all other rights and privileges specified by university rules and regulations.

Procedures: Tenure Track Faculty

The department chair will appoint a faculty search committee that will consist primarily of faculty members from the Department of Molecular Genetics, but may include faculty from other departments. One person from the committee will be designated the diversity representative and will be charged with documenting the committee’s attention to a diverse pool of applicants. The position will be advertised in international scientific journals. The search committee will evaluate the applicants with respect to quality of proposed research, previous research accomplishments, evaluation letters, compatibility with departmental goals, funding potential and teaching qualifications. Applicants with the strongest qualifications will be invited for interviews. Each applicant will present a public seminar and meet with the department faculty, graduate student representatives and the dean of the college. The decision to hire a faculty member will require a 2/3-majority vote of the regular faculty, after consultation with other faculty and students who have participated in the interview process. The dean of the college must also approve the hiring of each faculty member. Appendix B has more information. In some cases a faculty member may be hired in collaboration with another unit on campus such as another department, the Cancer Center or the Biotechnology Center. Molecular Genetics will serve as the tenure initiating unit for those faculty recruits that have more than a 50% appointment in the Department of Molecular Genetics. The same criteria will apply in these situations although the search committee will consist of faculty from both units. A Memorandum of Understanding between both units will be developed prior to initiating the search.

Procedures: Auxiliary Faculty

The decision to admit an auxiliary faculty member must be approved by a 2/3 majority of the faculty of the department. Evidence must be provided that the application is made with the full knowledge and support of the applicant's department chair or supervisor. The decision to continue the appointment of an auxiliary faculty member will be made by the salaried faculty of the department and will require a 2/3 majority vote.

Procedures: Courtesy Appointments for Regular Faculty

The decision to admit a courtesy faculty member must be approved by a 2/3 majority of the faculty in the department. Evidence must be provided that the application is made with the full knowledge and support of the applicant's department chair or supervisor. The appointment will last for a period of three years and is renewable. The decision to continue the appointment of a courtesy faculty member will be made by the salaried faculty of the department and will require a 2/3-majority vote.

ANNUAL REVIEWS

The annual reviews of every faculty member are based on:

1. expected performance in teaching, research, and service as set forth in the Department's Pattern of Administration policy, Section III. Faculty Duties and Responsibilities
2. any additional assignments and goals specific to the individual
3. progress toward promotion where relevant

The documentation required for the annual performance review of every faculty member is described under MERIT SALARY INCREASES below. This material must be submitted to the Department Chair at a deadline to be announced each year.

The Department Chair is required (per Faculty Rule 3335-3-35) to include a reminder in the annual review letter that all faculty have the right (per Faculty Rule 3335-5-04) to view their primary personnel file and to provide written comment on any material therein for inclusion in the file.

**Probationary Tenure Track Faculty**

**Annual review of probationary faculty members.**

At the time of appointment, probationary faculty members shall be provided with all pertinent documents detailing departmental, college, and university promotion and tenure policies and criteria. If these documents are revised during the probationary period, probationary faculty members shall be provided with copies of the revised documents.

During a probationary period a faculty member shall be reviewed annually in accordance with the policies of the department, college, and university. The annual review will encompass the faculty member's performance in teaching, research, and service as well as evidence of continuing development. The department will use the review process as a means to be supportive and helpful to untenured faculty as well as to candidly and clearly communicate aspects of performance that need improvement if the candidate is to make acceptable progress. However, if it is apparent that the candidate's likelihood of meeting expectations for promotion and tenure is poor, the appointment of the candidate may not be renewed. A nonrenewal decision must be based on the results of a formal performance review conducted in accord with fourth year review procedures.

The Department Chair shall inform probationary faculty members when the annual review will take place and provide a copy of the dossier outline to be completed by the faculty member in reporting accomplishments to date. External evaluations of the faculty member's work are not required for any annual review but may be obtained if judged appropriate by the promotion and tenure committee or department chair. The Department Chair conducts an independent assessment; meets face to face with the faculty member to discuss his or her performance and future plans and goals; and prepares a written evaluation on these topics.

The departmental promotion and tenure committee (for composition of the committee, see page 13) will perform the annual review of all probationary faculty. The promotion and tenure committee will vote (in writing) on continuation of the appointment of each probationary faculty member. A formal report summarizing the results of the evaluation and the outcome of the vote will be prepared by the promotion and tenure committee and provided to the department chair. The chair's decision on reappointment of a probationary faculty member may be contrary to that of the promotion and tenure committee, although the reasons for the contrary decision must be communicated to the committee. If the department chair and the promotion and tenure committee disagree in their assessment, the differences will be resolved by further discussion so that conflicting advice is not offered to a probationary faculty member.
At the completion of the review, the department chair shall provide the faculty member and the dean of the college with a written assessment of the faculty member's performance and professional development. The assessment will include both strengths and weaknesses, as appropriate. Annual review letters will be constructive and candid. When probationary faculty receive their annual review, the department chair shall inform them of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment or other material contained in the file. The faculty member shall also be given an opportunity to discuss the results of the annual review with the department chair and with other members of the promotion and tenure committee, as appropriate. All annual review letters shall become a part of a faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.

If the Chair's recommendation is to reappoint the faculty member to another probationary year of service, that recommendation shall be final. A recommendation from the chair not to reappoint the faculty member to another probationary year requires a review that follows fourth year review procedures. The dean shall make the final decision in the matter.

The fourth year review of probationary faculty shall follow the same process as the review for tenure and promotion at the department and college levels except that external letters of evaluation are not solicited. Renewal of the appointment of a probationary assistant professor for the fifth year requires the approval of the dean of the college.

Exclusion of time from probationary periods - Faculty Rule 3335-6-03 (D).

(1) An untenured regular tenure-track faculty member will have time excluded from the probationary period in increments of one year to reflect the caregiving responsibilities associated with the birth of a child or adoption of a child under age six. Department chairs or school directors will inform the Office of Academic Affairs within one year of the birth of a child or the adoption of a child under six of a probationary faculty member unless the exclusion of time is prohibited by paragraph (D)(3) of this rule. The probationary faculty member may choose to decline the one-year exclusion of time from the probationary period granted for the birth or adoption of a child under six years of age by so informing her/his TIU head, dean, and the Office of Academic Affairs in writing before August 1 of the new mandatory review year following granting of the declination. The exclusion of time granted under this provision in no way limits the award of promotion and tenure prior to the mandatory review year (see paragraph (D)(2) of this rule). The maximum amount of time that can be excluded from the probationary period per birth event or adoption of children under age six is one year.

(2) A probationary tenure-track faculty member may apply to exclude time from the probationary period in increments of one year because of personal illness, care of a seriously ill or injured person, an unpaid leave of absence, or factors beyond the faculty member's control that hinder the performance of the usual range of duties associated with being a successful university faculty member, i.e., teaching, scholarship, and service. Requests to exclude time from the probationary period made under the terms of this paragraph must be submitted to the chair of the tenure initiating unit. Requests shall be reviewed by the tenure initiating unit promotion and tenure committee which shall advise the tenure initiating unit chair regarding their appropriateness. Such requests require approval by the tenure initiating unit chair, dean, and executive vice president and provost. A request to exclude time from the probationary period for any of these reasons must be made prior to August 1 of the year in which the mandatory review for tenure must occur. The extent to which the event leading to the request was beyond the faculty member's control, the extent to which it interfered with the faculty member's ability to be productive, and the faculty member's accomplishments up to the time of the request will be considered in the review of the request.
A request to exclude time from the probationary period for any reason will not be granted after a nonrenewal notice has been issued nor will previously approved requests to exclude time from the probationary period in any way limit the university's right not to renew a probationary appointment.

Except in extraordinary circumstances a maximum of three years can be excluded from the probationary period for any reason or combination of reasons for an instructor, assistant professor or associate professor. Exceptions require the approval of the tenure initiating unit chair, dean, and executive vice president and provost.

Tenure-track faculty members will be reviewed annually during their probationary periods regardless of whether time is excluded from that period for any of the above reasons unless their absence from campus during an excluded period makes conduct of such a review impractical.

Tenured Faculty

Associate and Full Professors are reviewed annually by the Department Chair. The review process includes a meeting between the Department Chair and the faculty member. On completion of the review, the Department Chair prepares a written assessment of the faculty member's performance and future plans and goals. The faculty member may provide written comments on the review.

MERIT SALARY INCREASES AND OTHER REWARDS

For details, see APPENDIX C

Criteria

Annual merit salary increases will be awarded based on performance in research, teaching and service as well as the appropriateness of salary level to the individual's overall record. The time frame considered will be the past 36 months with the greatest emphasis on the past 12 months. The faculty member's performance review may be tied to specific goals agreed upon at the beginning of the previous review. Individual contribution to research, teaching and service might be weighted differently according to such agreed upon goals.

Procedures and Documentation

Each faculty member in the Department of Molecular Genetics, as a member of the College of Biological Sciences, is required to complete and submit an annual Faculty Activity Report. This report is included in an annual evaluation of the faculty member's activities and progress submitted to the Dean of the College of Biological Sciences by the chair of the Department of Molecular Genetics. Faculty members may also supply additional documentation of their activities for evaluation in merit increase determinations. Merit increases are based on documented contributions in the areas of teaching, research and service. Merit increases may be denied to faculty who fail to submit the Faculty Activity Report or who submit documentation insufficient to permit an informed evaluation of their performance. Faculty members are encouraged to discuss their performance and activities with the chair of the department to ensure that all appropriate activities and accomplishments are considered.
Transition Plan

For two years following the departmental merger, Assistant and Associate Professors have the option to be reviewed for promotion and tenure by the promotion and tenure committee of the merged department or by the committee of their former department constituted according to the former department’s APT document. Each Assistant or Associate Professor must notify the department chair of his/her choice of a promotion and tenure committee within six months of the approval of the department merger by the Board of Trustees but no later than the beginning of Spring Quarter before a formal evaluation for tenure and/or promotion would take place.

Criteria: Promotion to rank of Associate Professor with Tenure

Faculty Rule 3335-6-02 http://trustees.osu.edu/rules6/ru6-02.html provides the following context for promotion and tenure and promotion reviews:

In evaluating the candidate's qualifications in teaching, scholarship, and service, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another. In addition, as the university enters new fields of endeavor, including interdisciplinary endeavors, and places new emphases on its continuing activities, instances will arise in which the proper work of faculty members may depart from established academic patterns. In such cases care must be taken to apply the criteria with sufficient flexibility. In all instances superior intellectual attainment, in accordance with the criteria set forth in these rules, is an essential qualification for promotion to tenured positions. Clearly, insistence upon this standard for continuing members of the faculty is necessary for maintenance and enhancement of the quality of the university as an institution dedicated to the discovery and transmission of knowledge.

The contributions of probationary faculty members in the areas of teaching, research, and service will be considered during the tenure review process. In particular, the PTC will scrutinize the candidate's dossier for evidence of a pattern of consistent and sustained performance during the probationary period that suggests that the candidate has developed and will continue to develop professionally. During their deliberations the members of the PTC will recognize that each faculty member can contribute to each of the Department's missions in different ways, and that a candidate should be held to the highest standards of excellence in the area or areas that are central to his/her responsibilities.

Teaching: All probationary faculty are expected to contribute to the full range of Departmental teaching activities, including formal undergraduate courses, graduate courses and seminars, and individualized teaching. The faculty member's teaching will be assessed by a combination of student and peer review, such as the quantitative measure of Student Evaluation of Instruction, qualitative written feedback from students, and written reviews of teaching by other faculty members. The teaching must be demonstrably strong (or, at the least, consistently improving) quality. High quality training of graduate students is also an important component of teaching activities. An outstanding research program will not substitute for substandard teaching performances in the final review for promotion and tenure.

Research: All faculty members are expected to develop a productive, high quality program of research scholarship. The contributions of a probationary faculty member in this area will be based on his/her record in: (1) applying for and success in obtaining extramural funding; (2) publications and presentations of original research data; and (3) other activities indicative of a research program of recognized excellence. In addition, a high degree of ethics must be demonstrated in the conduct of research, including but not limited to full and timely adherence to all regulations relevant to the research program, and ethical treatment of graduate students, postdoctoral fellows, and collaborators.
The evaluation of extramural funding is based primarily on the evidence of effort by the faculty member in garnering such funding, and maintaining such funding once it is received. Applications for extramural funding by faculty members to governmental agencies or private foundations are expected. Faculty members with projects that are especially difficult to fund must consider applying to several funding sources, if appropriate. Successful applications for extramural funding, which have been critiqued by external reviewers, indicate original and potentially productive research ideas. Successful applications are, therefore, weighted more heavily in favor of candidates for promotion or tenure. Continued failure to obtain extramural funding will jeopardize a faculty member's chances for promotion or tenure. In a time of decreasing availability of extramural funds, all sources of potential funds must be explored.

The evaluation of a faculty member's publications is based primarily on the frequency of publication and their place of publication. Major publications (as opposed to "notes") in refereed, high quality journals, reporting the results of original research are expected. Articles published in journals of the faculty member's primary field of interest with critical peer review and high editorial standards are weighted more heavily than articles published in less demanding journals. Articles in which the faculty member is senior or sole author are weighed more heavily. Technical reports, final project reports for grants, and published or unpublished abstracts are of relatively low value in supporting a promotion and tenure recommendation. It is realized that a probationary faculty member may publish papers resulting from research done before his/her arrival at the University. However, it is expected that by the time of their fourth year review probationary faculty will have published papers resulting from research done entirely since his/her appointment to the regular faculty; these latter publications are considered essential in demonstrating the development of a productive and independent research program.

Additional venues for presentation of research data are scientific meetings at the state, regional, national and international levels. Attendance and presentations at meetings is essential for the development and maintenance of a productive, up-to-date research program and, therefore, are necessary for promotion and tenure. However, presentations, whether or not by invitation, do not substitute for refereed publications in scientific journals.

Other activities of faculty members are indicative of a well-established, productive and sustained research program, and the faculty member's status in his/her field of research. Such activities include, but are not limited to, (1) authorship of review articles, monographs, or book chapters, especially by invitation, (2) the ability to attract and support postdoctoral fellows, (3) authoring or editing books, and (4) presentations of research at invited symposia or seminars. These and related activities provide additional support for tenure and promotion recommendations.

Service: Service includes a mixture of professional activities that can be placed in three categories; University service, professional service, and public service. University service encompasses administration of academic units, programs, or facilities, membership on Department, College or University committees, and undergraduate student advising. This work is essential for the maintenance and development of the University, and all faculty members in the Department of Molecular Genetics are expected to contribute. Professional service includes membership on executive or editorial boards and special committees of professional societies, reviewing manuscripts submitted for publication or proposals submitted to funding agencies, service on grant panels, and organizing seminars and symposia. These activities provide an avenue for career development complementary to research endeavors, and increase the stature of the Department, the College, and The Ohio State University in academic and scientific communities. Public service involves assistance or advice given to individuals or groups outside of academic or professional circles that requires application of special skills or expertise in biological sciences. Membership in civic or religious organizations does not qualify in this regard.

Service is an important mission of The Ohio State University and all faculty are expected to make a contribution. However, for purposes of promotion and tenure, service is less important than
teaching and research. Service activities enhance an individual's record, but they cannot substitute for weak performances in teaching or research.

**Criteria: Promotion to Professor**

Promotion to the rank of Professor shall be based on convincing evidence that the faculty member has a sustained record of excellence in teaching; has produced a significant body of scholarship that is recognized nationally or internationally; and has demonstrated leadership in service. Teaching excellence will be assessed by a combination of student and peer review, such as the quantitative measure of Student Evaluation of Instruction, qualitative written feedback from students, and written reviews of teaching by other faculty members. The teaching must be consistently strong (see criteria in Appendix A). Evidence of a significant body of scholarship will be based upon the track record of extramural grant funding, publications in high quality journals, invitations to present research results at meetings and/or other academic units (as specified in Appendix C), and evaluation letters by experts in the field. Leadership in service will be evaluated by activities in departmental, college, university and professional services as described for promotion of probationary faculty to tenure.

**Auxiliary and Non-Salaried Faculty**

Auxiliary faculty cannot attain tenure, but they can be promoted in rank. The criteria for the promotion of an auxiliary faculty member are identical to those for a regular faculty member of the same rank. Faculty whose tenure initiating unit is another Department on campus but who hold a courtesy (non-salaried) appointment in the Department of Molecular Genetics, will be expected to meet the same criteria for promotion as a regular member of the Department.

**PROCEDURES FOR PROMOTION AND TENURE REVIEWS**

The Department's procedures for promotion and tenure and promotion reviews are fully consistent with those set forth in Faculty Rule 3335-6-04 [http://trustees.osu.edu/rules6/ru6-03.php](http://trustees.osu.edu/rules6/ru6-03.php) and the Office of Academic Affairs annually updated procedural guidelines for promotion and tenure reviews [http://oaa.osu.edu/handbook/xi_ptannual.html](http://oaa.osu.edu/handbook/xi_ptannual.html). The following sections, which state the responsibilities of each party to the review process, apply to all faculty tracks in the Department.

Note that the remainder of this section is divided into three parts:

- General Considerations
- Procedures for the Promotion of Probationary Faculty, with Timeline
- Procedures for the Promotion to Professor

**General Considerations**

- All candidates for promotion and tenure are reviewed by the eligible faculty and the Chair of their tenure-initiating unit. Candidates will also be reviewed at the college and university levels. The tenure initiating unit Chair is responsible for informing the candidate in writing of the Provost's final decision (if negative) or recommendation to the Board of Trustees (if positive).
- The Department Chair verifies the prospective candidate’s residency status. Faculty who are neither citizens nor permanent residents of the US will not be awarded tenure until permanent residency status is established.
- The review for tenure during the final year of a probationary period is mandatory and must take place.
- It is the responsibility of the faculty member to prepare the dossier for promotion and tenure with the exception of the invited letters, and evaluation of teaching.
• A faculty member may ask to be considered for non-mandatory promotion and tenure review at any time; however, the tenure initiating unit Promotion and Tenure Committee may decline to put forth a faculty member for formal non-mandatory review. The promotion and tenure committee may not deny a request from a tenured faculty member for a formal review for promotion for more than three consecutive years.

• Only the candidate may stop any review for promotion and tenure once external letters of evaluation have been sought. The candidate may withdraw from the review at any stage of the process by so informing the tenure initiating unit chair in writing. Withdrawal from the mandatory tenure review during the final probationary year means that tenure will not be granted.

• The candidate will be provided with the reports and recommendations that result from the Department level review, and has an opportunity to provide written comments addressing the review for inclusion in the dossier. Similarly, the candidate will be provided with a copy of the reports and recommendations that result from the college-level review and will have an opportunity to provide the Dean with written comments addressing the college-level review for inclusion in the dossier.

• **Voting Procedures:** A quorum for a P&T meeting will consist of two-thirds of eligible members. Eligible faculty for tenure decisions consist of all tenured regular faculty with at least a 50% appointment. Eligible faculty for decision of promotion to full professor consist of a regular full professors in the department with at least a 50% salaried appointment. Only "yes" and "no" are votes and are conducted by secret ballot. Consistent with Robert's Rules of Order, OAA does not consider abstentions to be votes and they may not be counted in determining whether the unit's recommendation on a case will be positive or negative. Only voting eligible faculty members present at the meeting or participating in the meeting by discussing the case by teleconference may vote. A positive outcome occurs when a simple majority of those voting yes or no votes yes.
Procedures for Promotion of Probationary Faculty with Timeline

- The timetable for the annual reviews (by the Promotion and Tenure Committee (PTC) and Chair) and considerations for promotion and tenure for probationary faculty are summarized in the table in Appendix D. The exact dates for submission of promotion and tenure dossiers are established by the Office of Academic Affairs and the College of Biological Sciences. Thus, the dates provided below are only approximate and must be considered flexible. Faculty hired during the winter quarter of an academic year will be reviewed with those faculty hired during the autumn quarter of that same academic year (i.e., October of the previous calendar year). Faculty hired during the spring or summer quarter will be reviewed along with those faculty hired during the autumn quarter of the following academic year (i.e., October of the same calendar year).

- Seminar Requirement
All probationary faculty in the Department of MG are required to present a Departmental seminar in their fifth year. The faculty member should check with the Departmental Seminar Committee well in advance for scheduling this seminar.

- Sources of Help and Information During the Tenure Process
Untenured Assistant Professors must, in a relatively short period of time, establish themselves as productive members of the Department of MG and The Ohio State University if they are to be tenured and promoted. It is essential that these faculty members understand clearly the criteria for tenure and promotion within the Department of MG and their progress towards meeting these criteria. Assistant Professors having questions regarding the above criteria or their progress towards meeting such criteria are urged to seek assistance via one or more of the following mechanisms.

- Each Assistant Professor can request to meet with the PTC on an annual basis to discuss his/her progress in the Department of MG should the need arise at other times during the academic year.

- The Chair of the Department of MG prepares a recommendation for tenure and promotion independent of that prepared by the PTC. Probationary faculty are urged to discuss their progress in the Department with the Chair at their convenience.

- Each new faculty member in the Department of MG has the opportunity to select a “tenure advisor.” If the faculty member selects this option, a tenured member of the faculty is asked by the Chair of the Department to act as such an advisor. Mutual agreement of all parties involved is required before such an agreement is reached. It is envisioned that the advisor will follow closely the progress of the new faculty member in meeting the criteria for promotion and tenure, and provide “advice” when necessary. However, the ultimate responsibility of meeting the criteria for tenure and promotion will lie with the untenured faculty member.

Procedures for Promotion to Professor

- The procedures for promotion to Professor differ only slightly from the procedures for tenure and promotion. Faculty who elect to be considered will present to the PTC the necessary documents so their contributions in the areas of teaching, research, and service, can be evaluated. If the candidate's credentials do not support a positive recommendation, the review process stops at this point. If the candidate's credentials support a positive recommendation, then outside letters are requested so the candidate's dossier can be prepared during the following autumn quarter.
A promotion to Professor requires letters from outside evaluators. Once letters from outside evaluators have been requested, the promotion process must be carried to its completion unless the candidate requests that the evaluation process be terminated. This request must be made in writing to the Chair of the Department.

The letters from outside evaluators must be solicited by the Department's Chair or the chair of the Department’s P & T committee utilizing the same procedures as for sixth year reviews (Appendix D). Once again, unsolicited letters, or letters solicited by the candidate, will not be reviewed by the PTC, or Chair, nor will they be included in the candidate's dossier. Individuals junior in rank to the candidate are not acceptable. Letters from the candidate's collaborators may be appropriate as a means of determining a candidate's contributions to joint work, but such persons should not be asked for letters of evaluation.

The candidate should supply the PTC's Chair with copies of his/her CV, reprints, and a 6-9 page narrative summarizing his/her research program so these materials can be sent to the outside reviewers. The outside evaluators are provided with the candidate's updated curriculum vita, as well as reprints of representative publications; if the candidate wishes, reprints of all publications, or copies of other materials deemed to be important by the candidate, will be sent to the outside reviewers. Letters are sent to the outside evaluators during the summer or early autumn quarter. The evaluators are asked to respond within a month of the date the letter was sent.

OSU:Pro, the University's on-line system will be used to prepare the dossier.

As stated, the PTC makes a preliminary recommendation that candidates for promotion to Professor can apply formally for promotion. If promotion is denied after a full and formal review, then the candidate must wait at least two years before reapplying. However, the PTC cannot refuse to formally evaluate a candidate (i.e., solicit letters and prepare a dossier) for more than three consecutive years.

**Documentation**

It is critical that faculty keep appropriate records so that recommendations for tenure and/or promotion can be documented accurately and completely. Listed below are some possible types of records faculty should keep. While these are listed under the categories of teaching, research, and service, it is recognized that these categories are often inseparable.

**Teaching:** For the time period since the last promotion or the last five years, whichever is less:

Cumulative SEI reports (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class. See the appendix to this document for procedures for collecting and reporting SEI results.

Peer evaluation of teaching reports are required (details provided in the Appendix to this document).

Copies of pedagogical papers, books or other materials published, or accepted for publication.

Other relevant documentation of teaching as appropriate.

**Research:** Faculty should keep records of all activities demonstrating research productivity and excellence. For example, records of publications, grants submitted, grants received, presentations at scientific meetings, and seminar presentations should be included in the dossier. Any other activities that demonstrate that the faculty member is developing a productive, high quality research program, such as awards from professional societies, should also be included.
Letters from outside evaluators are not required for the fourth year review, but may be solicited in some instances. Letters from outside evaluators are required for the granting of tenure and promotion to Associate Professor, and promotion to Professor.

Service:

- Service on Department, College and University committees, or election to any of the University's governing boards (e.g., University Senate) should be documented, as well as any leadership role on these committees (e.g., Chair, etc.). Any activities associated with professional societies should also be documented. Such activities might include service on society committees, organizing workshops, symposia, or serving as a session Chair at meetings.
- Similarly, any other service activities performed outside of the University, but requiring an expertise in biology, should be documented. Such activities would include presentations at local schools, judging at science fairs, answering letters of inquiry, representing the Department at activities such as BioSci Day, etc. Service in civic and religious organizations should not be included in this section.

In some instances it may be difficult to evaluate the quality and quantity of service, especially in those activities outside of the University. Thus, candidates for promotion and/or tenure should, if necessary, explain the nature of the service activity. For example, faculty should indicate whether they were asked (or elected) to perform the service activity or they volunteered. They should also indicate if the service activity involved a leadership role, and the nature of that role.

APPEALS

Faculty Rule 3335-6-05 (A) sets forth general criteria for appeals of negative promotion and tenure decisions. Appeals alleging improper evaluation are described in Faculty Rule 3335-5-05.

Disagreement with a negative decision is not grounds for appeal. In pursuing an appeal, the faculty member is required to document the failure of one or more parties to the review process to follow written policies and procedures.

SEVENTH YEAR REVIEWS

Every effort should be made to consider new information about a candidate's performance before a final decision is made if the new information becomes available before a decision is rendered. In rare instances, the department may petition the dean to conduct a seventh year review for an assistant professor who has been denied promotion and tenure. Both the eligible faculty of the department and the chair must approve proceeding with a petition for a seventh year review. The petition must provide documentation of substantial new information regarding the candidate’s performance that is germane to the reasons for the original negative decision. Petitions for seventh year reviews must be initiated before the beginning of the last year of employment because the seventh year review, if approved, would take place during the regular university review cycle of the assistant professor's seventh and last year of employment.

If the dean concurs with the department's position, the dean shall in turn petition the provost for permission to conduct a seventh year review. If the provost approves the request, a new review will be conducted equivalent to the one that resulted in the nonrenewal of the appointment. Conducting a seventh year review does not presume a positive outcome. In addition, should the new review result in a negative decision, the faculty member's last day of employment is that stated in the letter of nonrenewal issued following the original negative decision.

A faculty member may not request a seventh year review, appeal the denial of a seventh year review petition initiated by his or her department, or appeal a negative decision following a seventh year review, since the faculty member has already been notified that tenure has been denied at the conclusion of the sixth year review.
APPENDIX A: DEPARTMENT OF MOLECULAR GENETICS - GUIDELINES FOR EVALUATION OF INSTRUCTION

The overall goal of the teaching program in the Department of Molecular Genetics is to provide students with an exceptional learning experience. To meet this goal, the members of the teaching staff in the Department of Molecular Genetics are expected to provide the best possible instruction in all courses in which they participate. The department will use the procedures described below to monitor the quality of instruction and to provide feedback that will lead to improvements in the quality of instruction.

EVALUATION OF FACULTY

Student evaluations

- Student evaluation of faculty instruction will be performed for each formal lecture and laboratory course for all faculty in the department.
- Faculty will use SEI forms for the evaluation of instruction in all lecture and laboratory courses since these forms will permit comparison of results with other colleagues in the department, college and university. Additional comments may also be obtained using a form that is designed by the instructor.
- The administration of the evaluation must not be under the control of the faculty member being evaluated.
- A copy of the results of the evaluation will be included with the annual Faculty Activity Report.

Faculty Evaluations

- Assistant professors will be evaluated in every course or at least once every year. Associate professors will be evaluated every two years.
- A tenured faculty member who is of equal or greater rank than the faculty member who is being evaluated will conduct the evaluation.
- Wherever possible, faculty who are team teaching in the same course should perform the evaluation.
- Copies of the evaluation report will be provided to the faculty member who is evaluated, the department chair and the chair of the departmental curriculum committee. In addition, a copy will be placed in the faculty member's permanent file in the departmental office.
- The following information will be included in the evaluation report:
  - Name of instructor
  - Name and number of course being evaluated
  - Academic quarter when the course was evaluated
  - Name of evaluator
  - Number of lectures/laboratories that were attended by the evaluator
  - The following topics should be addressed:
    - Syllabus, handouts and examinations (if available)
    - Clarity, organization and pace of presentation
    - Mechanics of presentation (voice volume, speed, mannerisms)
    - Use of teaching aids (projector, blackboard, etc.)
    - Student interactions (questions/answers)
    - Strong points
    - Suggestions for improvements
    - Overall summary
EVALUATION OF GRADUATE TEACHING ASSISTANTS

GTAs who participate directly in the instruction of students (lecturing, recitations, laboratory supervision) will be evaluated by the students in the course and by the faculty supervisor, typically by a classroom visit. The evaluations will occur in each Molecular Genetics course in which the teaching assistant participates. The results of the evaluation will be provided to the GTA, his/her faculty mentor and to the chair of the Graduate Committee.
APPENDIX B: DETAILED DESCRIPTION OF PROCEDURE FOR NEW FACULTY RECRUITMENT

See the Office of Academic Affairs Policies and Procedures Handbook (http://oaa.osu.edu/OAAP_Phandbook.php) on the following topics:

Recruitment of Regular Tenure Track, Clinical Track and Research Track Faculty

Appointments at Senior Rank or with Prior Service Credit

Hiring Faculty From Other Institutions After April 30

Appointment of Foreign Nationals

Letters of Offer

A national search is required to ensure a diverse pool of highly qualified candidates for all tenure track positions. Exceptions to this policy must be requested from the Office of Academic Affairs. Search procedures must be consistent with the University policies set forth in the most recent update of A Guide to Effective Searches http://hr.osu.edu/hrpubs/guidesearches.pdf.

The search for and appointment of a tenure track faculty member will follow these guidelines:

- The Dean of the College of Biological Sciences provides approval for the Department to commence a search process. This approval may or may not be accompanied by constraints with regard to salary, rank, setup funds, and field of expertise.

- Discussions concerning the nature of vacant positions in the Department will include regular, auxiliary, and non-salaried faculty, as well as members of the Graduate Faculty. However, only members of the Department's salaried regular faculty will vote on decisions regarding vacant positions.

- The Chair of the Department will appoint an ad hoc Search Committee consisting of no fewer than three regular Department faculty to coordinate the logistical arrangements of the search. The Search Committee will also include one graduate student selected by the Department Graduate Student Organization. A Search Committee member may be appointed from outside the regular faculty upon recommendation of the Advisory Committee and the approval of the faculty of the Department. The Chair of the Search Committee will be chosen by the Chair.

- The Chair of the Search Committee will appoint one of the committee's members to act as the Diversity Advocate who is responsible for providing leadership in assuring that vigorous efforts are made to achieve a diverse pool of qualified applicants.

- The Chair of the Search Committee will forward to the Dean of the College the names of the committee's members, indicating the Diversity Representative, and will meet with the Dean and/or his/her appointed representative to review the search procedures and the College Diversity plan.

- The Search Committee will develop a search announcement for internal posting in the University Personnel Postings (formerly known as the "green sheet") through the Office of Human Resources Employment Services http://hr.osu.edu/emp/home.htm and external advertising, subject to the Department Chair's approval. The announcement will be no more specific than is necessary to accomplish the goals of the search, since an offer cannot be made that is contrary to the content of the announcement with respect to rank, field, credentials, salary, etc. In addition, timing for the receipt of applications will be
stated as a preferred date, not a precise closing date, in order to allow consideration of any applications that arrive before the conclusion of the search.

- The Search Committee develops and implements a plan for external advertising and direct solicitation of nominations and applications. If there is any likelihood that the applicant pool will include qualified foreign nationals, the Search Committee must assure that at least one print (as opposed to on-line) advertisement appears in a location likely to be read by qualified potential applicants. The University does not grant tenure in the absence of permanent residency ("green card"), and strict U. S. Department of Labor (DOL) guidelines do not permit sponsorship of foreign nationals for permanent residency unless the search process resulting in their appointment to a tenure track position included an advertisement in a field-specific nationally circulated print journal.

- All members of the Department’s regular faculty will have the opportunity to review all of the candidates’ completed files. The Search Committee will review all of the documents submitted by the applicants and select from the total applicants a short list of qualified candidates for presentation to the faculty of the Department.

- A faculty meeting will be held to review the qualifications of the candidates on the short list and of any other applicants recommended by the faculty during the meeting. After discussion of the relative merits of the candidates, the faculty will rank the applicants on the short list and any other candidates proposed during the meeting. Proxy votes for faculty not in attendance may be solicited as indicated in the Department’s Pattern of Administration Section II.C. “Faculty Meetings.” This ranking will be used to determine which of the candidates to include in the first round of interviews.

- Candidates will be invited by the Chair of the Search committee for an interview, and the interview process will involve the Department as a whole. No fewer than three candidates will be invited to interview. The Search Committee will be responsible for the logistical arrangements of the candidates' visits. The interview process will include, at the minimum: (1) a public seminar on the candidate’s research, (2) individual meetings with regular faculty, the Chair, and the Dean, and (3) group meetings with graduate students. For positions that explicitly include a substantial proportion of undergraduate teaching, a teaching seminar based on a topic selected by the candidate from a course syllabus supplied to him/her by the Search Committee may also be required.

- As soon as possible after the last candidate's interview, the regular faculty of the Department again meet to determine which, if any, of those interviewed is judged acceptable for appointment, and to rank those candidates so judged. The recommendations of the MG Graduate Student Organization will be presented by the graduate student representative of the Search Committee for consideration by the faculty. In order for the vote to be valid, a simple majority of all faculty members that are eligible to vote must vote either yes or no. Abstentions are not counted as votes in this context. In order to extend an offer to a candidate, 2/3 of the votes cast must be positive. Absentee ballots are not permitted. The position will then be offered to the candidates in the order indicated by the ranking of acceptable candidates.

- In the event that more than one candidate achieves the level of support required to extend an offer, the Department Chair decides which candidate to approach first. The details of the offer, including compensation, are determined by the Department Chair.

- The University does not legally grant tenure in the absence of permanent residency status. The Department will therefore be cautious in making such appointments and vigilant in assuring that the appointee seeks residency status promptly and diligently.
• In the event that one or more of the candidates should decline the position, or if an agreement cannot be reached with any of the candidates that were interviewed, additional candidates will be approached if and only if it is the judgment of the Search Committee that such additional candidates are of equivalent or nearly equivalent quality to those originally interviewed.

• Faculty members recruited at the level of Associate or Full Professor will generally entail tenure. Rank and tenure eligibility must be approved by the departmental PTC using the criteria specified in the APT document. All appointments to the rank of Associate Professor or Professor require prior approval of the Executive Vice President and Provost.

• At the time of appointment, new faculty will receive copies of the Department of MG and College of Biological Science’s Pattern of Administration and Appointments, Promotion and Tenure documents as well as all revised copies of these documents.
APPENDIX C: DETAILED CRITERIA OF MERIT SALARY INCREASES AND OTHER REWARDS

Except when the University dictates any type of across the board salary increase, all funds for annual salary increases are directed toward rewarding meritorious performance and assuring, to the extent possible given financial constraints, that salaries reflect the market and are internally equitable.

On occasion, one time cash payments or other rewards, such as extra travel funds, are made to recognize non-continuing contributions that justify reward but do not justify permanent salary increases. Such payments/rewards are considered at the time of annual salary recommendations.

Meritorious performance in teaching, research, and service are assessed in accordance with the same criteria that form the basis for promotion decisions. The time frame for assessing performance will be the past 36 months with the greatest weight given to the most recent year and attention to patterns of increasing or declining productivity. Faculty with high quality performance in all three areas of endeavor and a pattern of consistent professional growth will necessarily be favored. Faculty whose performance is unsatisfactory in one or more areas are likely to receive minimal or no salary increases.

The Faculty Activity Report (FAR) is the primary source of information used by the Department's Chair for determining merit salary increases. All members of the MG faculty, including probationary, tenured, auxiliary, and non-salaried faculty, are required to file a FAR. A copy of this report is maintained in the Department office and a copy is sent to the College office. The FAR prepared by each auxiliary and non-salaried faculty member will be used as an important source of information when renewals of these appointments are considered by the Department's PTC. The time period covered by the documentation is the previous calendar year.

Merit salary increases will be jeopardized for those faculty who submit documentation insufficient to permit the Department's Chair to make an informed evaluation of their performance. Thus, careful and accurate documentation of a faculty member's activities in the areas of teaching, research, and service is essential. Faculty who fail to submit the required documentation for an annual review at the required time will receive no salary increase in the year for which documentation was not provided, except in extenuating circumstances, and may not expect to recoup the foregone raise at a later time. Recommendations for merit salary increases are made by the Chair of the Department based on a faculty member's contributions in the areas of teaching, research, and service. The available funds will be distributed among faculty in a manner that recognizes accomplishments during the last year but which also seeks to assure that differences in salary levels among faculty are equitable and clearly based on longer term differences in accomplishments. To achieve this goal necessarily means that last year's performance cannot be the sole determinant of salary increase recommendations. As such, the time frame for assessment will be the past 36 months, with attention to patterns of increasing or declining productivity. In addition, the broad range of base salary levels within a given Department may also mean that the focus of attention in making recommendations for salary increases may be based on absolute dollar increases (and resulting salary levels) rather than solely on percentage increases.

The Department's workload policy (Pattern of Administration Section III. Faculty Duties and Responsibilities) summarizes the acceptable minimal levels of effort in these areas. A faculty member who fails to meet the minimal expectations in all three areas will receive no merit salary increase; faculty who continually exceed these expectations will receive above average salary increases. It is recognized that each faculty member may contribute to each of the Department's missions in different ways, and that his/her contribution in each of the areas may vary over time.
Thus, the Chair will weigh these factors and determine the recommendation for each faculty member's raise accordingly.

**Procedures**
The Department Chair recommends annual salary increases and other performance rewards to the Dean, who may modify these recommendations. Salary increases are formulated in accordance with the current funding model of the college, with the goal of distributing available funds in a manner that achieves the optimal distribution of salaries. As a general approach to formulating salary recommendations, the Department Chair divides faculty into at least four groups based on continuing productivity (high, average, low, and unsatisfactory) and considers market and internal equity issues as appropriate.

Faculty members who wish to discuss dissatisfaction with their salary increase with the Department Chair should be prepared to explain how their salary (rather than the increase) is inappropriately low, since increases are solely a means to the end of an optimal distribution of salaries.

**Documentation**
The Department Chair prepares a written annual evaluation for each member of the Department's regular faculty. This evaluation is based on the FAR, an updated Curriculum Vitae and other information that is at the Chair's disposal. Faculty should pay careful attention to completing those sections of the FAR pertaining to teaching, research, and service.

As part of the process of completing the FAR, each faculty member is expected to establish a set of specific goals for the upcoming year in the areas of teaching, research, and service. Faculty who are failing to meet nominal expectations (regardless of their goals) should expect to be assigned additional duties so that their overall contributions to the Department will meet the nominal level.

The Chair of the Department will prepare a written summary of his/her evaluation for each faculty member that includes the recommended merit salary increase. The criteria used to evaluate each regular faculty member will reflect the structure of their appointment (research, teaching, service and administration) and includes documentation of the following activities:

**Teaching:**
- **Post-graduate and graduate training:** Quality indicators include the numbers and activities of postdocs, visiting scholars and graduate students.
- **Lecture Courses:** Courses with greater credit hours receive more credit than courses with fewer credit hours. Team-taught courses are valued proportional to the contribution of the faculty member. Teaching quality indicators are required as part of the teaching merit evaluation.
- **Cumulative SEI reports** (Student Evaluation of Instruction computer generated summaries prepared by the Office of the University Registrar) for every class taught.
- **Peer evaluations of teaching.**

**Research:**
- **Grants:** Quality indicators are the number and scale of grants. Long-term, single authored and multi-year grants focusing on major research initiatives are valued higher than small, multi-authored grants.
- **Refereed papers:** Quality indicators are the numbers of papers, the ISI ranking of the journal, and perceived scientific impact.
- **Non-refereed papers:** Quality indicators are the number and perceived impact of the papers.
- **Books:** Quality indicators include the proportional contribution, perceived impact (e.g. reputation of publisher, quality of book reviews), and number of books.
- **Abstracts and presentations at meetings**: Quality indicators include the number and perceived impact of the presentations.
- **Invited seminars**: Quality indicators include the number of seminars and the perceived prestige value of the invitation.

**Service:**
For all committee work merit evaluations will be based on the number of committees served and the perceived effort required for each committee.
- **Departmental Committees**
- **College Committees**
- **University Committees and Service**
- **National and International Service**: Includes serving on grant panels and with national and international scientific organizations.
- **Editorial Service** Merit will be evaluated on the basis of the number of editorial boards served, and the ISI ranking of the journal.
APPENDIX D: GUIDELINES ON TIMING FOR PROBATIONARY FACULTY.

**IMPORTANT:** Actual dates might vary at any given year, therefore this table does not release the candidate from the duty of gaining the correct, most up-to-date information from OAA.

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<th>Years</th>
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| 1st-6th | Jan. to Mar. | - The Chair of the PTC requests from each probationary faculty member updated information on teaching, research, and service.  
- Each probationary faculty member will meet, at his or her discretion, with the PTC Chair to discuss his/her progress towards meeting the criteria for promotion and tenure within the Department and University.  
- As part of this review process the PTC must make a recommendation as to whether or not the faculty member should be reappointed for another year. A summary of this meeting is communicated, in writing, to the Department's Chair.  
- During a probationary period a faculty member will be reviewed annually in accordance with the University rules and with the policies of the Department. The annual review will encompass the faculty member's performance in teaching, in scholarship, and in service; as well as evidence of continuing development. External evaluations of the faculty member's work, required for tenure and promotion reviews, may be obtained for any annual review if judged appropriate by the PTC or Department Chair.  
- The Department Chair will inform each probationary faculty member at the time of initial appointment, and in a timely fashion each year thereafter, when the annual review will take place and provide a copy of the Office of Academic Affairs dossier outline to be completed by the faculty member in reporting accomplishments to date.  
- At the completion of the review the Department Chair will provide the faculty member and the Dean of the college with a written assessment of the faculty member's performance and professional development. The assessment will include both strengths and weaknesses, as appropriate.  
- If the Chair’s recommendation is to reappoint the faculty member to another probationary year of service, that recommendation will be final.  
- A recommendation from the Chair to not reappoint the faculty member to another probationary year requires a review that follows fourth year review procedures and the Dean shall make the final decision on the matter.  
- All annual review letters become a part of the faculty member's dossier for subsequent annual reviews during the probationary period, including the review for promotion and tenure.  
- If a probationary faculty member has completed two or more years of service and is terminated, then he/she is entitled to a one year appointment following receipt of the decision to terminate. |
The candidate should become familiar with the types of data, including OSU:pro, needed for preparing their dossier. Awareness of such details is critical for guiding recordkeeping over the course of the entire probationary period. For example, graduate student mentoring should be documented by names, dates, projects, advisory committee meetings, etc.

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<td>A copy of the Chairs’ annual evaluations will be included in the faculty member's promotion and tenure dossier for fourth and sixth year reviews</td>
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### Fourth Year Review

- The candidate’s dossier is prepared according to instructions provided by the College of Biological Sciences and in accordance with Office of Academic Affairs guidelines. Included in the dossier will be a completed copy of the Provost's form, copies of the annual reviews prepared by the Department's Chair and the PTC, and the recommendations of the Chair and the PTC. Unsolicited materials will not be included in the dossier.
- The Department's PTC and office staff will assist a candidate in preparing his/her dossier, but the candidate bears the ultimate responsibility for the completeness and accuracy of his/her dossier.
- After evaluating all information, the PTC votes to recommend for a positive or negative fourth year review. A simple majority positive vote of the PTC is required for a positive recommendation to be made.
- The report of the committee including the results of the vote are communicated in writing to the Department's Chair and are included in the candidate's dossier.
- The Chair of the Department prepares a separate assessment indicating his/her recommendation for a continuation of the appointment for a fifth year, and this assessment is included in the candidate’s dossier.
- When the PTC report and Department Chair’s assessment have been completed, the candidate must be notified in writing of the completion of the review. The candidate will be provided with a copy of the PTC report by the PTC Chair and will be also given a copy of the evaluation letter from the Department Chair.
- The candidate may provide the Department Chair with written comments addressing the review for inclusion in the dossier within ten calendar days of notification of the completion of the review.
- The PTC or Department Chair may provide a response to the candidate’s comments for inclusion in the dossier. There will be only one iteration of comments on the Department-level review.
- The dossier must then be reviewed for completeness by the candidate along with the Department Chair and a representative of the PTC before submitting to the College.
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<td>• By this time the candidate's dossier should be at the College for review by the College Promotion and Tenure Committee and the Dean. Reappointment of a probationary candidate for another year requires the Dean's approval.</td>
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<td>• When the College P&amp;T Committee report and Dean's recommendation have been completed, the candidate will be notified in writing of the completion of the college-level review and will be provided with a copy of the college-level report and Dean's recommendation.</td>
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<td>• The candidate may provide the Dean with written comments addressing the college-level review for inclusion in the dossier within ten calendar days of notification of the completion of the review.</td>
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<td>• The College Promotion and Tenure Committee and/or Dean may provide a response to the candidate's comments for inclusion in the dossier.</td>
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<tr>
<td>• Fourth-year reviews are complete after the college-level review of the dossier; there is no university level review.</td>
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<tr>
<td>• The candidate has the option to request a tenure review prior to the sixth year.</td>
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<th>5th</th>
<th>Summer quarter/early Autumn quarter</th>
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<td><strong>Sixth Year Review</strong></td>
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<td>• The candidate's sixth year review begins. The candidate prepares a dossier in the exact and current format stipulated by the Office of Academic Affairs. The Department Chair and Chair of the PTC will assist a candidate in preparing his/her dossier, but the candidate bears the ultimate responsibility for the completeness and accuracy of the dossier.</td>
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<tr>
<td>• A minimum of five credible and useful evaluations must be obtained. A credible and useful evaluation is written by a person highly qualified to judge the candidate's research (or other performance, if relevant) who is not a close personal friend, research collaborator, or former academic advisor or post doctoral mentor of the candidate. Qualifications are generally judged on the basis of the evaluator's expertise, record of accomplishments, and institutional affiliation. In addition such letters provide sufficient analysis of the candidate's performance to add information to the review. A letter's usefulness is defined as the extent to which the letter is analytical as opposed to perfunctory. Under no circumstances will &quot;usefulness&quot; be defined by the perspective taken by an evaluator on the merits of the case.</td>
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<td>• The candidate and the PTC each prepare a list of potential outside evaluators. In addition, the candidate will prepare a list of persons who he/she believes should not be contacted for outside evaluations because of conflicts of interest or other adverse conditions.</td>
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<td>• Neither former collaborators nor individuals junior in rank to the candidate are acceptable. Letters from the candidate's collaborators may be appropriate as a means of determining a candidate's contributions to joint work, but such persons should not be asked for letters of evaluation.</td>
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<tr>
<td>• A list of potential evaluators is assembled by the Promotion and Tenure Committee, the Department Chair, and the candidate. If the evaluators suggested by the candidate meet</td>
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http://trustees.osu.edu/rules6/ru6-04.html requires that no more than half the external evaluation letters in the dossier be written by persons suggested by the candidate. In the event that the person(s) suggested by the candidate do not agree to write, neither the Office of Academic Affairs nor this Department requires that the dossier contain letters from evaluators suggested by the candidate.

- The Department follows the Office of Academic Affairs suggested format, provided at http://oaa.osu.edu/handbook/xi_ptannual.html, for letters requesting external evaluations.
- Under no circumstances may a candidate solicit external evaluations or initiate contact in any way with external evaluators for any purpose related to the promotion review. If an external evaluator should initiate contact with the candidate regarding the review, the candidate must inform the evaluator that such communication is inappropriate and report the occurrence to the Department Chair, who will decide what, if any, action is warranted, e.g., requesting permission from the Office of Academic Affairs to exclude that letter from the dossier. It is in the candidate's self-interest to assure that there is no ethical or procedural lapse, or the appearance of such a lapse, in the course of the review process.
- All solicited external evaluation letters that are received must be included in the dossier. If concerns arise about any of the letters received, these concerns may be addressed in the Department's written evaluations or brought to the attention of the Office of Academic Affairs for advice.
- From the two lists of potential outside evaluators, the PTC Chair will choose 9-12 names with a goal of obtaining well more than half of the letters from the PTC list rather than from the Candidate's list. The Chair of the Department will contact these potential reviewers to determine if they are willing to supply this professional service.
- Should fewer than six of the potential evaluators chosen agree to participate, the PTC shall recommend additional names to the Chair.
- For use by referees, the candidate should supply the Chair with a CV, reprints, and a 3-5 page narrative describing his/her past, current, and planned research. Documents should be submitted in hard copy as well as in PDF formats.
- The Chair of the Department solicits letters of evaluation. All letters returned by the outside evaluators will be included in the candidate's dossier. Letters solicited by the candidate, or unsolicited letters, will not be included in the candidate's dossier.

| 6th | Fall quarter | • The Chair of the PTC requests from each candidate updated information on teaching, research, and service. This information must be provided in the format prescribed by the Office of Academic Affairs.  
• The PTC votes on the candidacy. A simple majority of the members of the Promotion and Tenure Committee must be |
present and vote yes or no on a case for the vote to be valid. Abstentions are not votes. A simple majority of yes and no votes must be yes for a vote to be considered positive. Absentee voting is not permitted.

- The PTC prepares a detailed, written assessment of the candidate's performance, and the PTC's vote and written assessment are sent to the Department's Chair; a copy of the PTC's written assessment and recommendation will be included in the candidate's dossier. A simple majority affirmative vote of the PTC will constitute a positive recommendation for renewal.
- The Department Chair prepares an independent recommendation. The PTC assessment and the Department Chair's recommendation are provided to the candidate, and are included in the candidate's dossier. Procedures for comment by the candidate are the same as were described for the fourth year review.

| 6th Nov. | • The candidate's dossier is forwarded to the College office for review by the College's PTC and the Dean. |
| 6th Dec.-Mar. | • During this time the College Promotion and Tenure Advisory Committee, the Dean, the University Promotion and Tenure Advisory Committee, and the Provost should have made their recommendations. These recommendations are sent to the Chair of the Department, and the Chair forwards these to the candidate.  
• In the event a candidate is not awarded tenure, his/her appointment will be terminated at the end of his/her seventh year of appointment (i.e., June 30). |
| 6th Dec.-June | • Provost informs Dean of his/her decision who in turn informs the Chair. |
PATTERN OF ADMINISTRATION DOCUMENT

FOR THE DEPARTMENT OF

MOLeCULAR GENETICS

(MG)

Approved by:

The faculty of MG,
Mathew Platz, Interim Dean of the College of Biological Sciences;
Joseph A. Alutto, Executive Vice President and Provost, Office of Academic Affairs.

April, 2009
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I. INTRODUCTION AND DEPARTMENT MISSION

Introduction: This document provides a brief description of the Department of Molecular Genetics (MG) 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 (POA) is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the College Office and the Office of Academic Affairs.

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

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

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

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

The faculty continuously strive to improve the quality of their activities in the teaching, service and research arenas.
II. PATTERN OF DEPARTMENTAL ADMINISTRATION

A. 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. This is the case, for example, for all important policy matters for which the chair will consult with the faculty as a whole. Such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole. Matters of less importance or of a more specific nature may be decided by the committees themselves or by the chair. Any topic and related decision may be brought for review to a full departmental meeting by being placed on the meeting agenda by the department chair, the committees, or an individual member of the faculty.

B. Administrative Duties of the Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35 (C) (http://trustees.osu.edu/rules3/ru3-35.php). This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration (POA) with specified minimum content. The rule, along with Faculty Rule 3335-6 (http://trustees.osu.edu/rules6/ru6-03.php also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure (the Appointments, Promotion and Tenure document; see http://oaa.osu.edu/OAAP_PHandbook.php).

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 administration (POA) document. This POA 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 document shall be revised or reaffirmed at the beginning of each four-year term of the departmental chair.

(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 need or benefit 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.

C. Department Vice Chair

A Vice Chair will be chosen by the Department Chair from the senior ranks of the MG faculty. The Vice Chair will be compensated for this responsibility by an administrative supplement to his/her annual salary and by QOD support. The Vice chair will assist the Department Chair in the responsibilities (1-4) above throughout the year as agreed upon by the Department Chair and Vice Chair. Throughout this document references to “Chair” include Vice Chair.
D. Faculty

Faculty Rule 3335-5-19 (http://trustees.osu.edu/rules5/ru5-19.php) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. The Department of MG consists of those persons with titles of Professor, Associate Professor, Assistant Professor or Instructor with salaried appointments of at least 20% FTE in the Department of MG or for whom the Department of MG is the tenure-initiating unit. Faculty with the titles of Professor, Associate Professor, Assistant Professor in MG generally hold tenured or tenure-eligible appointments; however, the department may have persons with these titles who are not tenured or tenure-eligible. This includes both Columbus campus and regional campus faculty.

Auxiliary faculty are those persons with adjunct titles, visiting titles, and lecturer titles, and Professors, Associate Professors, Assistant Professors and Instructors who serve on appointments of less than 20% salaried service to the University. By University rule, persons holding auxiliary titles are not eligible for tenure and may not participate in promotion and tenure matters. Faculty with courtesy appointments (auxiliary faculty) in MG must hold tenured or tenure-eligible appointments in other tenure-initiating units on OSU campus.

Detailed information about appointment criteria and procedures for the various faculty appointments may be found in the Department’s Appointments, Promotion and Tenure (APT) document.

E. 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 (regular and auxiliary) and emeriti are automatically invited to all faculty meetings. Other individuals may be invited when appropriate. Graduate student-elected representatives are also invited to attend faculty meetings. Regular attendance at faculty meetings is expected of all faculty, both regular and auxiliary faculty.

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.

Voting at faculty meetings of the Department of MG is limited to members of the salaried regular faculty with >20% appointments with the exception of P&T issues which are voted upon only by faculty with ≥ 50% salaried appointments. The faculty meeting representative of the MG Graduate Student Organization or his/her designate and both auxiliary and non-salaried faculty members may attend faculty meetings and express their opinions and concerns on topics of discussion and may tender informal votes as indications of their views or those of their constituencies. Such informal votes will be recorded for inclusion in the minutes of the meeting but may not be included in the tally of the votes of the salaried regular faculty.

The faculty of the Department of MG will recognize directed proxies for use in its faculty meetings (except for P&T decisions). A written, directed proxy addressing an announced motion or other
agenda item may be assigned to another faculty member or to the Chair when the faculty member assigning the proxy cannot attend the meeting, or when a faculty member must leave during the course of a meeting.

Directed proxies may be solicited. A directed proxy must specify the nature and extent of the assignment of proxy, including whether permission is granted to vote on amendments. That is, the proxy must specify a "yea" or "nay" vote on: 1) the unamended motion only, or 2) the motion as amended, provided it retains the general attributes of the original motion, or 3) the motion, whether or not it is amended.

Minutes of faculty meetings will be taken and distributed to all members of the faculty and to representatives of MG Graduate Students before the next faculty meeting. A copy of the minutes will be maintained in the departmental office and may be viewed by any member of the Department of MG (i.e., regular, auxiliary and non-salaried faculty, staff and graduate students).

On matters submitted for formal voting, one half of the department’s regular 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.

F. Committees

Committee Assignments

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.

Each summer the Department Chair will prepare a listing of standing Departmental committee assignments. Faculty will be given an opportunity to supply input on the assignments before the assignments are finalized. Nominees for membership on College committees will be determined by mechanisms identical to that described for Departmental Committees. The Dean of the College will appoint the standing College committees from the elected nominees.

The Chair is an ex officio member of all Department committees and may vote as a member on all committees except Promotion and Tenure. The eight standing committees are:

1. Planning Committee – The Planning Committee consists of all regular 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 (such as formulating strategic plans).

2. Promotion and Tenure Committees (PTC) – These committees evaluate and make recommendations to the chair of the department regarding appointments, promotion and tenure. The PTC committees consist of all eligible departmental faculty at the rank or tenure status exceeding the candidate. The functions of these committees are described in the Appointments, Promotion and Tenure document for the Department of Molecular Genetics.
The Chair of the PTC for a given academic year is appointed at the beginning of each summer quarter by the Department Chair. The Chair of the PTC may be re-appointed to consecutive terms.

In the performance of their duties, the PTC shall be guided by the appropriate Faculty Rules, guidelines provided by the Office of Academic Affair and the Department’s Appointments, Promotion and Tenure (APT) document. In addition, the PTC will be guided by those recommendations prepared in consultation with and approved by the faculty of the Department of MG.

Definition of a Quorum: PTC is a committee of the whole meaning that it includes all faculty members that rank above the faculty members being considered. A quorum for a meeting of the PTC will consist of two-thirds of all eligible members. If a member of the PTC judges that he/she has a conflict of interest in a specific case, that member will explain the conflict to the Chair of the PTC and will be excused from discussion and voting.

The PTC and its members are charged with the following duties:
- Consideration of all matters related to tenure and promotion of salaried regular faculty, and of issues related to reappointment of non-tenured faculty;
- Consideration of all matters related to the initial appointments and renewal of appointments of adjunct and non-salaried faculty;

3. Curriculum Committee – The Curriculum Committee is composed of a Chair, two other salaried regular faculty members and a graduate student representative. Additional faculty and undergraduate student members may also be appointed as necessary. If at all possible, the Curriculum Committee is chaired by the departmental representative to the College Curriculum Committee. The term of service for faculty is two years, with appointment terms staggered to provide overlap on the committee. The Chair of the Department of MG will make the appointments. The graduate student representative is elected annually by the MG Graduate Student Organization (MG GSO).

The duties of the Curriculum Committee are to:
- Oversee all matters related to development of and changes in the undergraduate and graduate curricula;
- Provide advice to the Chair on scheduling of courses and faculty assignments to courses;
- Monitor and appraise the quality of the undergraduate curriculum so as to determine what changes might be necessary, and to report recommendations concerning such changes to the Chair of the Department and the faculty at least biennially;
- Monitor the graduate curriculum jointly with the graduate studies committee.
- Assist the chair of the department in responding to requests from other departments concerning the introduction or modification of courses that relate to, or interface with, the teaching of molecular MG courses;
- Keep abreast of university education requirements and courses taught in other disciplines and professional schools, so as best carry out the above duties.

4. Graduate Studies Committee (MG-GSC) -- Graduate Studies Committee (MG-GSC) - This committee oversees the Ph.D. program and monitors the graduate curriculum in conjunction with the Curriculum Committee. The MG-GSC is composed of at least four faculty members plus one graduate student representative The Chair and faculty membership of the MG-GSC are selected by the Chair of the Department. The graduate student representative is elected annually by the MG Graduate Student Organization. All faculty appointments with the exception of the Chair are for
two years, with one half of the faculty terms expiring each year. The term of the Chair is 3+1 years, acting three years as Chair and acting one additional year as committee member and advisor to the new Chair. The new Chair will be named from the committee membership. Compensation for the Chair is available.

The duties of the MG-GSC include:

- Evaluation, recommendation and monitoring of admission standards and degree requirements;
- Management of the rules for graduate studies, which emanate from the department, the graduate school and other units in the university concerned with graduate education;
- Preparation and dissemination of materials to prospective students regarding the MG Graduate Program and admission to the Program;
- Coordination of recruitment, screening applicants' files, admission of applicants, evaluation and nomination of acceptees for fellowships, and assisting students in their placement in research laboratories;
- Evaluating and appointing students as GTAs;
- Consulting with the Chair of MG and the involved parties in facilitating resolution of student-faculty conflicts that have reached the point of creating a dysfunctional professional relationship;
- Notification to students of grant and research award programs;
- Coordination of the nomination and appointment of faculty to the MG Graduate Faculty;
- Development, periodic revision, and enforcement of the rules and regulations set forth in the Department's Graduate Student Handbook.

Regular MG Faculty will be reviewed every five years by the GSC for Graduate Faculty status. According to the Graduate School Handbook, eligible P status faculty should be “engaged in an active program of research, scholarship, or creative activity, or demonstrate significant promise of establishing such a program”. New Faculty coming to the Department will be recommended for P Status based on the “promise of establishing” an active program of research, which is the criterion that has been used in the past. The following are the two criteria that should be met for continuation of P status:

a. Demonstrated scholarship activity by having published at least one original paper, review, book or book chapter in the past five years.

b. Participated in Graduate Student Instruction by having served at least once in the past five years as an advisor for a doctoral candidate or as a member of a Doctoral or Candidacy Committee.

5. Seminar Committee- The MG Seminar Committee will be composed of three regular MG faculty, chosen by the Department Chair and one graduate student elected by the MG Graduate Student Organization (GSO). Appointments will be for two years with committee appointments staggered to provide overlap from year to year.
The duties of the Seminar Committee include:
- Oversight and development of the Department seminar program.
- Solicit recommendations for speakers from the faculty, post-docs, graduate students, and from those recommendations develop a quarterly seminar schedule.
- The Seminar Committee Chair or host will contact possible speakers, determine their availability, and coordinate their local arrangements.

6. Recognition and Awards Committee – The charge of this committee is to promote the recognition of research, teaching, and service activities by the faculty, graduate and undergraduate students. This committee is composed of three regular MG faculty and one graduate student. The Chair and faculty membership is selected by the Chair of the Department. The graduate student representative is elected annually by the MG-GSO. Appointments will be for two years with committee appointments staggered to provide overlap from year to year.

The duties of the Recognition and Awards Committee include:
- Recognition of research activities by the faculty, graduate and undergraduate students;
- Recognition of teaching and service activities by the faculty, graduate and undergraduate students;
- Dissemination of information on the research accomplishments of the faculty and staff and students to the university, local and the national community;
- The committee will identify potential award programs with the assistance of the chair and review and nominate qualified faculty, staff and students for university, regional, national and international awards. In this endeavor, the committee will request recommendations from the faculty, staff and students.
- Nomination of candidates for awards and preparation of nomination packages.

7. Diversity Committee - The Diversity Committee is composed of a Chair, two additional regular members of the MG faculty, one staff member, one graduate student, and one undergraduate student. The staff member and students serve one-year terms and are elected by their respective constituencies. Faculty terms are two years, with one half of the faculty being appointed annually by the Chair of the Department.

The duties of the Diversity Committee are to:
- Review on a regular basis, but at least annually, all Department, College and University regulations concerning the fostering and maintenance of diversity in gender, ethnicity, culture, and outlook;
- Make recommendations to the faculty for modifying departmental policies and regulations when necessary;
- Work with the Chair in surveying diversity climate in the department and identify ways to increase diversity.

8. Ad Hoc Committees – Ad hoc committees will be formed by the Chair as necessary to address special issues that may arise. Assignments to these committees will be based on the interests of individual faculty members and the needs of the Department. The members and Chair of such committees will be appointed by the Chair of the Department.
Special Appointees and Representatives

1. Undergraduate Coordinator - Two undergraduate student coordinators, one for the MG major and the other for the Plant Biology major, will be responsible for coordinating undergraduate student activities, including the MG Student Organization, student advising, student transfer credit evaluation, and honors student activities. The undergraduate student coordinator will be selected by the Chair on an annual basis. The Chair, in consultation with the two undergraduate coordinators, will identify an undergraduate to serve on the Curriculum Committee.

2. Student Representation - Graduate students have a vested interest in the operation and future of the Department. In that spirit, there will be a graduate student member on all standing committees with the exception of the Promotion and Tenure Committee. Only in circumstances involving personnel decisions or disciplinary hearings should the graduate student representative be excused.

3. Faculty Representatives - Faculty representatives to various College and University Committees will be appointed by the Chair or elected by the faculty when election is specified. The length of tenure on the committee will be determined by consultation between the Chair and the faculty member.

4. Other Representation - Faculty with courtesy appointments (non-salaried faculty) in MG and staff are expected to be actively involved in department committee work and specific members may be recommended by the Chair. These appointments may be in addition to the membership listings described above for each Committee.

III. FACULTY DUTIES AND RESPONSIBILITIES

The Department of MG follows the Office of Academic Affairs required policy and guidelines as put forth in http://oaa.osu.edu/documents/OAAHBTOC_003.pdf.

(The following policy does not constitute a contractual obligation. Fluctuations in demands and resources in the Department and College, and the individual circumstances of faculty members, may warrant temporary deviations from the policy.)

Faculty duties and responsibilities reflect the structure of the faculty appointment and the mission and goals of the Department. These duties and responsibilities include support of high quality, comprehensive programs in undergraduate and graduate instruction, generation and dissemination of new knowledge, and service to the University and professional and public sectors. Each faculty member is expected to maintain an active program of activities in each of these areas, although the relative contributions to specific areas may vary among faculty members and through time.

A. Undergraduate and Graduate Instruction

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

All 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. This may be increased for faculty members who are not active in carrying out a funded research program.

Classroom teaching responsibilities: A typical full time (9 month) faculty member with a 100% appointment in the department will be responsible for classroom instruction as assigned by the Chair in accordance with the member’s expertise and needs in undergraduate courses in molecular genetics, plant, cell and molecular biology and the Center for Life Science Education (CLSE) and the graduate students in the MG graduate program and interdisciplinary graduate programs such as Molecular and Cellular and Developmental Biology (MCDB), Ohio State Biochemistry Program (OSBP), and the Integrated Biomedical Science Graduate Program (IBGP). Since most courses in the department are team taught, the formal instruction will usually be distributed among several different courses.

Other instructional activities in which faculty will participate include:

- Preparation, development, and revision of materials for use in each quarter's course offering(s), including not only new research results, but also the teacher's own research results;
- Supervision and mentoring of Graduate Teaching Associates;
- Recruitment and mentoring of graduate students in the MG program or other relevant graduate program(s) in which a faculty member is a direct supervisor;
- Assistance in the mentoring of graduate students not under the faculty member's direct advising through service on graduate student research advisory/exam committees, supervising students doing laboratory rotations, and/or training students from other laboratories in techniques.
- Supervision and mentoring of undergraduate students, advising Honors students in preparation of curricula for Honors in the Liberal Arts and research proposals for Graduation with Distinction (research) programs, support and advising of the process of application to graduate and professional school through counseling, and preparation of letters of recommendation, as the supervisor of student assistants in laboratory and field situations, and/or as a mentor in supervised undergraduate research courses (e.g., 293, 693, H783).

B. Research

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

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

Additional details about evaluation of research productivity are discussed in MG's APT document (Appointment, Promotion and Tenure Criteria and Procedures). For example, the Chair will assess research productivity for annual evaluations on the basis of the last three academic years, with the greatest weight given to the most recent year.

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

C. Service

The service component of each faculty member's duties and responsibilities reflects the need for university scholars to contribute to university governance, professional organizations, and society as a whole, and to share fully and intimately in the intellectual and scholarly life of the University. All faculty are expected to participate in the following types of service:

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

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

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

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

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

D. Mechanisms for Departure from Expected Average Levels of Activity

The standard mechanism for departure from minimal loads will be by negotiation between a faculty member and the Chair of the Department. Reasons for a departure from minimal expectations include, but are not restricted to:

- A faculty member's contributions to research, as evidenced by exceptional extramural funding or outstanding research accomplishments resulting in publications in the most prestigious journals;
- A faculty member's contributions to teaching, as evidenced by the presentation of exceptionally numerous, unusually time/effort consumptive and/or large-enrollment courses;
- A faculty member's contributions to service, as evidenced by participation on exceptionally responsible or time-consuming Departmental or University Committees or other forms of Departmental or University administrative duties.

Newly appointed, untenured faculty may receive lighter teaching and service assignments during a temporary period of acclimation and start-up.

IV. ADMINISTRATIVE PHILOSOPHY AND PROCEDURES

A. Course Offerings and Teaching Schedules

The Department Chair will work with the Curriculum Committee to determine the pattern of course offerings and potential instructor assignments at least one year in advance. The Department Chair will then consult at least annually with each faculty member to discuss that person's teaching preferences. The ideal would be for each faculty member to teach the courses he/she wants to on a schedule he/she devises. The Faculty and Department Chairs will work towards that ideal contingent on the demands of the curriculum. Faculty teaching assignments as to courses taught and when must adhere to the realization that certain courses need to be taught for the curricula, both graduate and undergraduate, to function effectively. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times most likely to meet student needs. In making final teaching assignments, the Chair will be guided by a combination of the curricular needs, the wishes of the faculty member, the departmental faculty workload, the projected course enrollment, and the plans/expectations of the faculty member for that year.

B. Allocation of Department Resources

The department operating budgets are allocated by the colleges to the departments to support the following activities: (1) supplies and services needed to implement the teaching program, (2) supplies and services necessary to the smooth operation of the department office, the faculty and staff offices, teaching laboratories, and ancillary department facilities, (3) equipment purchase, maintenance, and repair, especially for equipment used for teaching, and (4) to the degree possible
after (1-3) are met, supplemental funding for research-related activities of the faculty and graduate students.

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

The smooth operation of the Department requires that the operating budget pay for telephones, fax services, voicemail, mailing expenses, routine office supplies, and routine repairs to infrastructure. These costs will not be part of faculty discretionary funding. They will be budgeted separately and monitored. Should it appear that a given person or laboratory group is expending an unreasonable amount on any of these services, the Chair and Department Fiscal Officer will meet with the faculty member to rectify the situation.

Discretionary research funds can be requested for such items as travel to meetings, reprints, research equipment matching funds or repair costs, and research expenses (for a limited period) of graduate students. Departmental research funds will be very limited, and are not expected to be a substitute for extramural funding. Faculty may also receive discretionary funding to help carry them for a short time between grants or to aid in the development of pilot projects needed for subsequent grant proposals.

Grant funds will not be micro-managed by the Department office. The Department Chair and Administrative Fiscal Officer will monitor the monthly Project Financial Summaries for Office of Sponsored Programs (OSP) accounts and the monthly fiscal statements for other grant types. It is the responsibility of the Principle Investigators to work with OSP to manage their funds. The Department will only become directly involved with a faculty member's grant if it appears to be in danger of running a deficit. The only OSP paperwork that needs to be brought to the Department office for the Chair's signature and approval are the travel reimbursement forms for trips that exceed the originally approved funds by >20% and the PA-005 forms to allow a proposal to be submitted.

The department's specials budget is allocated for the support of Graduate Teaching Associates and other instructional staff (other than salaried regular faculty).

C. Department - Graduate School - Graduate Student Relationships

Ohio State has a unique administrative structure for graduate programs. The Department is part of the College of Biological Sciences (CBS) and receives its budget (including faculty, staff and GTA lines) from that source. The primary administrative responsibility for that aspect falls to the department Chair, including budgeting, staff/faculty evaluation, and fiscal probity.

The Department faculty are also members of the MG Graduate Faculty (and often the graduate faculty of other departments and programs). The MG Graduate Faculty and its graduate programs receive their charge and responsibilities from the Dean of the Graduate School, and the local administration is delegated to the Chair of the Graduate Studies Committee by the Graduate School.
As a consequence of this dual responsibility, graduate students must operate within two management systems simultaneously. Their admission to graduate work and all subsequent aspects of their academic graduate program are governed by the rules of the Graduate School and administered by the Graduate Studies Committee. However, their employment as a GTA or GRA is governed by the department through the Specials Budget allocated by the Dean of the College. The final responsibility for decisions on appointment/non-reappointment and stipend levels for GTAs will reside with the Department Chair, in accordance with the University Rules. GTA Workload Guidelines, Rules for Graduate Study in MG, and other academic matters will be the responsibility of the Graduate Studies Committee. Students employed as GRAs on grants are governed by OSURF, OAA, and granting agency rules.

Decisions on assignments of GRAs on extramural funds to incoming students and to continuing students will be done by the Graduate Studies Committee in concert with the Principal Investigator of the project. It will be assumed that any student admitted as a full-time, non-conditional student with institutional support will continue to receive support as long as he/she is making adequate progress towards a degree and performs adequately in his/her GTA/GRA duties, pursuant to the rules of the Graduate Program.

D. Annual Staff and GTA Evaluations

All A&P and CCS staff will be formally evaluated each spring according to the procedures established in the current guidelines of the Office of Human Resources.

E. Leaves & Absences


1. Discretionary Absence
Faculty are expected to complete an Application for Leave Form well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of more then 10 days.

2. 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. See OHR Policy 6.27 for details: http://hr.osu.edu/policy/policy627.pdf.
3. Unpaid Leaves of Absence
A faculty member may request an unpaid leave of absence for personal or professional reasons as specified at the following website: http://oaa.osu.edu/OAAP_PHandbook.php. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the dean, Office of Academic Affairs, and Board of Trustees.

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

Faculty members who desire an FPL should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. If the Chair agrees, then the submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Proposals are evaluated and voted upon by the PTC. Because FPL proposals must be approved by the dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit FPL proposals for a particular year no later than the end of Autumn Quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing.

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

F. Supplemental Compensation And Paid External Consulting Activity
The University's policies with respect to supplemental compensation and external consulting are set forth in the Office of Academic Affairs Policies and Procedures Handbook (http://oaa.osu.edu/OAAP_PHandbook.php). The 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 (beyond what is allowed by the university) must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the department. In addition, it is University policy that faculty may not spend more than one business day per week on compensated activities and external consulting combined.
G. Financial Conflicts Of Interest

The University's policy with respect to financial conflicts of interest is set forth in the Office of Academic Affairs Policies and Procedures Handbook (http://oaa.osu.edu/OAAP_PHandbook.php). 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 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.

H. Grievance Procedures

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

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

   Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal as specified: http://oaa.osu.edu/OAAP_PHandbook.php.

   Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services  http://hr.osu.edu/dir/Directory.php

2. Faculty Misconduct - Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 http://trustees.osu.edu/rules5/ru5-04.php

3. Faculty Promotion and Tenure Appeals - Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 http://trustees.osu.edu/rules5/ru5-05.php

4. Sexual Harassment - The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 http://hr.osu.edu/policy/policy115.pdf

5. 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 the students require confidentiality or not. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the
chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

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 http://oaa.osu.edu/index.php and http://senate.osu.edu/COAMDuties.pdf.

The Code of Student Conduct is Faculty Rule 3335-23 (http://trustees.osu.edu/Rules 23/index.php).
Graduate education in the merged MG department

Background and general description: The merger of MG and PCMB into the new MG provides the opportunity to improve graduate education. The joint graduate program will attract top students and modernize the education currently provided by each separate department. We will revise the web site to assure that students interested in plant research as well as the traditional MG research areas will be attracted to OSU.

The 1st year of the MG graduate curriculum will consist of a core series of courses—including courses in model system genetics, molecular biology, genomics, and cellular biology or biochemistry and metabolism. Components of these topics are currently being taught, but the courses will be reorganized so that redundant material will be eliminated and the courses can be adapted to the anticipated change from quarters to semesters. The new MG core will include a new unit in mentoring and ethics. The 2nd year will consist of specialization units so, if for example, a student specializes in developmental genetics, he/she will take a different series of courses than a student specializing in cell biology. Specialty courses will be modular to enhance interdisciplinary education. Each student will enroll in a writing course to prepare for the candidacy exam and for applying for extramural and internal grants.

Eight to 10 high achieving graduate students will be recruited per year. Incoming students will be supported by research assistantships or university fellowships, as is customary in our discipline. They will conduct three 10-week rotations prior to choosing a mentor. In year 2, students will teach in MG or plant biology undergraduate courses or in biology courses administered through the Center for Life Sciences Education. In the 3rd and subsequent years, students will be supported by their mentors' research grants, other extramural funding, internal fellowships, or, in rare cases of grant lapses, by TA funds. Every student will apply for extramural support. With the described changes, we anticipate that the joint MG graduate program will have improved recruitment and retention, shorter times to degree, enhanced graduate placement in prestigious postdoctoral positions, and improved overall rankings.

Procedures: The proposed merger of the Molecular Genetics (MG) and Plant Cellular and Molecular Biology (PCMB) Departments has both short- and long-term consequences for graduate education, including the two preexisting graduate programs and the graduate level curriculum that supports these graduate programs. Graduate student support will not be affected in the merged department.

Short-term considerations: The two graduate programs will continue unchanged during the first year of the newly merged department. Both the MG and PCMB Graduate Programs recruited and admitted new graduate students for Autumn 2009. These students and all preexisting students will complete their degrees following the requirements of the program at the time of their initial admission. No changes are proposed in our graduate curriculum for the 2009/2010 academic year. The graduate studies chairs and the MG and PCMB department chairs held a meeting with all current graduate students in both departments to discuss the merger. None of the students will be affected by future changes in the graduate program unless they elect to participate in any aspect that will be altered.

Long-term considerations: Consistent with the proposed departmental merger, MG and PCMB are working towards creation of a single unified graduate program. A draft plan detailing some of the specifics of this proposed graduate program is attached. Throughout these discussions we have solicited graduate student input via graduate student representation on the relevant working groups. This is a work in progress. We are currently soliciting input from other departments (Biochemistry, Plant Pathology, Crop and Horticulture Science) and graduate programs (MCDB, OSBP, PMBB) that would be impacted by some of the proposed changes in our graduate curriculum. We expect that our specific proposal will continue to evolve as this input provided. The tentative timeline is that our merged graduate program will be in place for the first incoming class of students in Autumn of 2010.
Tentative Plans for a Merged MG-PCMB Graduate Program

Currently, the following are the core curricula for the two existing programs:

**PCMB**

PCMB622 (4) Plant Molecular Biology
PCMB623 (4) Plant Genetics & Genomics
PCMB735 (3) or PCMB736 (3) Plant Biochemistry
PCMB630 (3) or PCMB631 (3) Plant Physiology
PCMB643 (5) or PCMB648 (4) Plant Anatomy/Cell Biology

**MG**

MG700 (3) Systems of Genetic Analysis
MG701 (3) Molecular Genetics: DNA Transactions
MG705 (3) Advances in Cell Biology
MG700.06 (3) Regulation of Gene Expression: Transcriptional Control
MG705 (3) Developmental Genetics
MG700.07 (3) Regulation of Gene Expression: Post-transcriptional Control

For the new program, we discussed having the following core courses (names could be changed). We anticipated that once we move into a semester system, the number of credits of the 4 cr courses could be decreased to three, making the transition smoother.

**MG/PCMB Graduate Program**

Core Curriculum (17 credits)

1. **MG700 (4) Systems of Genetic Analysis (MG700 & genetic aspects of PCMB623)**

   This class increases by 1 credit hour to accommodate plant module in addition to the yeast, invertebrate and vertebrate modules.

2. **MG701 (4) DNA and RNA Transactions (MG701 & PCMB622 - include transcription)**

   The genomics half of MG701 will be excised (see below) and transcription and post-transcriptional regulation will be added (from PCMB622 and Biochem702). Number of credit hours will be increased to 4. This will unify related topics into an advanced molecular biology/central dogma class.

3. **MGXXX (4) Genomics (PCMB623 & genomics content of MG701)**

4. **MG705/PCMB648 (4) Advances in Cell Biology OR Biochem614 (4) Metabolism**

   Students will choose one of these two courses based on their interests and previous academic background. The graduate level core course in Cell Biology should cover a number of topics at an advanced level (beyond MG607).
5. XXXX (1) Mentoring/Ethics Course

This course is currently offered to MCDB and OSBP students. We need to incorporate this course to be eligible for training grants, etc.

Specializations (10 credits)

(* Indicate mandatory course for respective specialization)

Students can take any other courses from the department or the list of electives to complete the 10 credits of the specialization

DEVELOPMENTAL GENETICS

1. MG715 (3) Developmental Genetics*

2. MG880.01 (4) Advanced Topics in Developmental Biology*

   Two-week long modules in five specific topic areas (possibly one week of lectures and one week of student paper presentations). Module topics would depend upon the faculty member teaching a module and may change from year to year. Examples could potentially include: Circadian Biology (Somers), Vertebrate Segmentation Clock (Cole), Development of the Vulva (Chamberlin), Specification of Neural Crest Cell Fates (Hertig, Smad), Vertebrate Evo/Devo (Seeger and Chamberlin), Flowering, etc.

3. XXX (1) Scientific writing*

   (Course to be taken by all students in their last quarter/semester of the second year in preparation for the ACE)

4. MG890.03 Developmental Neuroscience

GENOMICS AND SYSTEMS BIOLOGY

1. XXX (3) Topics in Genomics*

2. XXX (3) Topics in Systems Biology*

3. XXX (1) Scientific writing*

   (Course to be taken by all students in their last quarter/semester of the second year in preparation for the ACE)

CELL BIOLOGY

1. MG880.02 (4) Advanced Topics in Cell Biology

   (see Developmental Biology section for the concept)

2. XXX (1) Scientific writing*

   (Course to be taken by all students in their last quarter/semester of the second year in preparation for the ACE)

PLANT MOLECULAR BIOLOGY
1. PCMB630/631 (4) Plant Physiology*
2. PCMB735/736 (4) Plant Biochemistry*
3. XXX (1) Scientific writing*

(Course to be taken by all students in their last quarter/semester of the second year in preparation for the ACE)

General electives

STAT528 (4)
STAT529 (4)
MG880.06 (3) Regulation of Gene Expression: Transcriptional Control
MG880.07 (3) Regulation of Gene Expression: Post-transcriptional Control
PCMB643 (4) Plant Anatomy

Implementation Timeline

Autumn 2008: Planning the new merged graduate program.
Winter and Spring 2009:
1) Merging of student research presentations from both the MG and PCMB Graduate Program.
2) Initiate the approval process for the new graduate program.
3) Coordinate graduate student recruitment for the 09 MG and PCMB graduate student classes. These will be last incoming classes of the separate graduate programs.

Autumn 2009: Website for the new graduate program goes live.
Winter 2010: Recruitment for the first class of the new graduate program who will start Autumn 2010.

Autumn 2010: The new core curriculum is initiated.

Sample Quarter System Schedule

First year  Autumn:  Genetic Model Systems (4), Adv Molecular Biology (4), Bioethics-Mentoring (1)

Winter:  Cell Biology OR Biochemistry (4), Genomics (4)

Spring: Electives (6 to 8)

Second Year  Autumn:  Advanced Topics Seminar Class (4)

Winter: Writing Class (1)

Spring: Remaining electives

Sample Semester System Schedule
First year  Fall:  Genetic Model Systems (3), Adv Molecular Biology (3), Bioethics-Mentoring (1)

Spring:  Cell Biology OR Biochemistry (3), Genomics (3), Elective (2-3)

Second Year  Fall:  Advanced Topics Seminar Class (3)

Spring: Writing Class (1), Electives
Undergraduate Majors, Curriculum, and Courses in the Merged Department of MG and PCMB – “MG”

Several issues arise in the planning for undergraduate courses and majors in the merger of the Department of Molecular Genetics and the Department of Plant Cellular and Molecular Biology into a new Department of Molecular Genetics. The Strategic Plan suggests that both undergraduate majors should be maintained, with improvements in key courses. In the future, other options will be considered including a campus-wide plant major and/or combining of the present PCMB and MG majors. However, these need careful faculty consideration, probably including the results of the current life sciences committee report.

The MG and PCMB majors share many of their science and biology components and requirements, so there is substantial compatibility of the two programs. Hence, the two majors attract similar clienteles, and maintaining them should not pose academic issues.

Potential Modification and Improvement in the Context of the Merged Department

Some specific changes to the course offerings of the combined group will be considered for adoption. There are some possibilities for combining existing courses. These will be considered and taken advantage of as appropriate. In addition, several improvements to existing offerings of both present Departments are possible and should represent significant upgrades to the service of the new Department to undergraduate students. Some of these potential improvements are addressed below.

Possible improvements to present MG courses

Implementing active learning approaches and using state-of-the-art technology – for example, and especially in MG500.

Implement an honors general genetics course with laboratory section (MG H500).

Continue to implement inquiry based laboratory exercises.

Broaden the educational impact of the merged department by offering genetics course for professionals – which should result in increased tuition income.

Plant courses improvements and topics that could be considered for development

Implement an improved, proactive plant laboratory course.

Improve some existing courses for context in the new Department, e.g., PCMB 625.

Expand the honors offerings: Teaching of PCMB H494 (Honors group studies) to enhance the Honors experience.
Service Course Sequence in PCMB – Status and Proposed Improvements

PCMB 101, 102 form a science sequence for non-science majors. This sequence should continue to attract steady clientele of at least 150 students/quarter. It is planned that this sequence will be modernized to better serve OSU undergraduates and attract a larger clientele. Staffing of this course should be considered in the development plans.

Overview of Undergraduate Education of the New Department of Molecular Genetics

In the joint strategic plan, submitted in December, 2008, the creation of a combined, unified graduate major program was proposed following an initial period in which the two original majors were offered intact. For the undergraduate majors, it was suggested that both majors might be maintained with improvement of some component courses, including merger of courses where appropriate. This course of action seems to be the most prudent at the present time, and will be followed as the departmental merger proceeds.

The Molecular Genetics and PCMB undergraduate program and semester conversion: Since it is apparently mandated that the semester conversion will in AU 2012, any/all of the above changes should be considered with the view toward implementation in a semester system.