

**PATTERN OF DEPARTMENTAL ADMINISTRATION
DEPARTMENT OF BIOCHEMISTRY
THE OHIO STATE UNIVERSITY**

[Version approved: August 13, 2008]

INTRODUCTION

This document provides a brief description of the Department of Biochemistry 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, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time subject to approval by the college office and the Office of Academic Affairs. If modifications are required, such changes will be in agreement with University policies and approved by a majority vote of the faculty of the Department.

DEPARTMENT MISSION

The mission of the Department of Biochemistry is to conduct integrated research, classroom and individualized instruction in biochemistry, and to provide service to the university as well as the local, state, and professional communities. The faculty is committed to providing a well-balanced program of undergraduate and graduate education in line with the university's mission and vision statement as a major public, research-oriented university.

The undergraduate teaching mission of the department involves both general, service-oriented courses in basic biochemistry designed to contribute to the education of a diverse student body as well as more specialized courses designed for students majoring in biochemistry and closely related disciplines. Research is an integral part of our mission and contributes in a significant fashion to our teaching goals, particularly in graduate education and for individualized research studies for undergraduate students. Research is essential for the continued growth of knowledge and for developing concepts and methodologies that are fundamental in the training of young scientists.

OVERVIEW OF DEPARTMENTAL ADMINISTRATION & 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.

DEPARTMENT ADMINISTRATION

Administration of the Department of Biochemistry is conducted by the Chair of the Department, by standing and *ad hoc* committees of the Department, and by the salaried and/or tenured faculty members of the Department as a whole.

Policy and program decisions can be made by the faculty of the Department as a whole, by standing or special committees of the Department or by the Department Chair. All matters of major importance are decided by the faculty as a whole, but in most cases will first be reviewed by a committee that will recommend a course of action to the entire faculty. The Department Chair or a Departmental Committee may decide on matters of less importance or of a more specific nature. Any topic or policy decision can be brought for review to a full Departmental meeting by being placed on the meeting agenda by the Chair, a Committee, or an individual faculty member. On matters determined by a formal vote, one half of the Department's salaried or tenured faculty members constitute a quorum. A simple majority is required to pass or defeat a motion. For the purposes of voting, faculty are defined as follows.

FACULTY

(1) Regular faculty members have full voting rights. Regular faculty is defined as those who hold 75-100% salaried appointments in the Department.

(2) Faculty members who hold partial salaried appointments greater than or equal to 20% in the Department have the same voting rights as regular faculty members.

(3) Faculty members with non-salaried and adjunct appointments are eligible to vote on departmental matters except in cases of the hiring of new faculty and in promotion and tenure decisions.

Most policies of major importance are decided at a faculty meeting, but less important issues can be settled by polling the faculty by telephone, email, or mail. In the event that the Department Chair feels that it necessary to depart from the majority opinion on any policy decision, he will so inform the faculty and explain in detail the reasons for the action, and an opportunity will be provided for faculty to comment.

CHAIR

The responsibilities of the Chair are as described by Faculty Rule Faculty Rule 3335-3-35 (C) as follows:

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

(2) To develop in consultation with the faculty a pattern of administration. This pattern of administration shall be made available to all present and prospective members of the faculty of the department or school, 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. For purposes of defining minimum content, the following shall be included in the pattern of administration:

(a) A statement requiring the chair to provide a schedule of all regular faculty meetings (see rule 3335-5-18 of the Administrative Code) to all faculty members before the start of each quarter, semester, or session.

(b) A statement requiring the chair to maintain minutes of all faculty meetings and to maintain records of all other actions covered by the pattern of administration.

(c) A statement that the chair will consult with the faculty as a whole on all policy matters, and that such consideration will, whenever practicable, be undertaken at a meeting of the faculty as a whole.

(d) A statement recognizing in principle the presumption favoring majority faculty rule on all matters covered by the pattern of administration. This statement shall further provide that whenever majority faculty rule is not followed, the department or faculty chair, or school director, or dean and director of a regional campus, whichever is the case, shall explain the reasons for the departure to enhance communication and to facilitate understanding within the department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the department or faculty chair, or school director, or dean and director of the regional campus, whichever is the case, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity provided for faculty to comment.

(e) A statement affirming that the faculty shall be consulted in the initiation and in the review and selection of new faculty members for appointment.

(f) A statement explaining how faculty duties and responsibilities in instruction, scholarship, and service are to be assigned and distributed equitably.

(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 according to which recommendations are made concerning appointments and/or dismissals, salary adjustments, promotions in rank, and matters affecting the tenure of the faculty. This statement shall be made available to all present and prospective members of the department or school, and a copy shall be deposited in the office of the dean of the college and in the office of the executive vice president and provost. At the beginning of each four-year term of the chair of a department or the director of a school, the members of the department or school, the office of the dean of the college, and the office of the executive vice president and provost shall receive either a revision or reaffirmation of the original statement.

- (4) To operate the business of the department or school 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 or school.*
- (8) To inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their tenure initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.*
- (9) To recommend to the dean of the college, after consultation with the faculty in accordance with paragraph (C)(3) of this rule, appointments, promotions, dismissals, and matters affecting the tenure of members of the department or school faculty.*
- (10) To encourage research and educational investigations.*
- (11) To see that all faculty, regardless of their assigned location, are offered the departmental privileges and responsibilities appropriate to their rank; and in general to lead in maintaining a high level of morale.*
- (12) To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.*
- (13) To prepare (after consultation with the professors, associate professors, and assistant professors with tenure) 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.*

DEPARTMENTAL COMMITTEES

Departmental committees, with the exception of Promotion and Tenure Committee (see below and attached document) and the Planning Committee are constituted by faculty members appointed by the Chair of the Department, with approval of the faculty. Appointments will normally be for a period of several years.

(1) *Graduate Studies Committee.* This committee consists of at least three faculty members, one of whom serves as its chair. It oversees all matters of graduate education and makes recommendations to the Department Chair and to the faculty as a whole. The Graduate Studies Committee makes recommendations for appointments of graduate students as Graduate Teaching Associates and assigns, with consultation of the Department Chair, GTA teaching responsibilities.

(2) *Advisory Committee.* The Advisory Committee makes recommendations to the Department Chair on important Departmental matters and also serves to communicate information to all faculty members of the Department. This Committee consists of at least three faculty members.

(3) *Curriculum Committee.* The Curriculum Committee consists of at least three faculty members and is responsible for the continuous evaluation of all courses offered by the Department. The Committee shall recommend to the faculty changes in existing courses as well as make suggestions for new courses. It also reviews the requirements for the undergraduate major in Biochemistry and makes recommendations for changes in it to the entire faculty. It keeps informed of the University General Education Curriculum (GEC), and of courses and programs of relevance offered by other Departments. The Curriculum Committee assists the Department Chair in insuring that course offerings are properly listed in all University publications and in the master schedule of offerings for each quarter. It evaluates and makes recommendations to the faculty and the Chair concerning the introduction or modification of courses by other Departments that relate to the teaching responsibility of the Department of Biochemistry. The Curriculum Committee assists the Chair and the faculty as a whole in the evaluation of teaching.

(4) *Planning Committee.* The planning committee consists of all salaried and/or tenured faculty members. It meets at regularly scheduled and specifically called faculty meetings to discuss and determine major policy decisions of the Department.

(5) *Promotion and Tenure Committee.* This committee evaluates and makes recommendations to the Chair of the Department in all matters regarding promotions and tenure. The composition, responsibilities, and procedures of the Promotion and Tenure Committee are described in the attached document. The faculty as a whole elects the Chair of the Promotion and Tenure Committee.

(6) *Awards Committee.* The Awards Committee consists of at least three faculty members and is responsible for nominating individuals for university or national awards, *e.g.*, the University Distinguished Teaching Award or the Distinguished Scholar Award.

(7) *Ad hoc Committees.* In addition to the standing committees described above, *ad hoc* committees will be appointed whenever needed, for example, Search Committees charged with identifying suitable candidates for appointment to the

Department. Committee membership is determined by the nature of the responsibilities and will include student representative(s) when appropriate.

FACULTY MEETINGS

The Department of Biochemistry will hold faculty meetings at least once a month during the academic year and more often as otherwise required to conduct the business of the Department. Meetings will be held during the summer quarter as needed. The Department Chair will inform the faculty in advance of the date, time, location, and agenda of each regular faculty meeting. A schedule of all regular faculty meetings will be distributed to all faculty members before the start of each quarter. Three or more faculty members may call for a full faculty meeting and may request that the Department Chair not be present. A graduate student representative will be invited to attend each departmental meeting. Minutes of each meeting will be taken and distributed to all faculty members.

POLICY ON FACULTY DUTIES & RESPONSIBILITIES

INSTRUCTIONAL ACTIVITY

Faculty members are expected to participate in all aspects of instruction consistent with the mission of the Department.

DEPARTMENT FACULTY TEACHING LOAD POLICY

The teaching activities carried out by faculty in the Department of Biochemistry reflect the diverse instructional roles of the Department's Mission. These roles include teaching formal undergraduate and graduate courses, teaching small group seminars, one-on-one mentoring of undergraduate and graduate students in laboratory settings, serving as adviser to graduate students, and the development and implementation of effective and innovative courses. All faculty members in the department are expected to participate in teaching activities, which include formal classroom teaching as well as individualized instruction. Faculty members are expected to devote approximately 35% of their effort to instructional activities. Faculty members who have a partial salaried appointment in the department will be expected to teach at a reduced level proportional to the percentage of their appointment.

Classroom teaching: A typical full-time faculty member with a regular 9-month appointment in the department will be responsible for approximately 50 hours of formal classroom teaching each year. Faculty holding full-time regular 11-month appointments will assume proportionally greater teaching loads. Because some of the courses offered by the department are team taught, each faculty member's responsibility may be distributed among several different courses or course offerings. The teaching responsibilities will be higher for faculty who are less active in research, and can be lower for faculty who are extremely active in research, or who have unusually demanding service or administrative responsibilities. Every faculty member within the department, including those holding an endowed chair or appointed as Ohio

Eminent Scholar, is expected to teach at least one course each year.

In addition to the formal classroom activities, course instruction is considered to include conducting review sessions, assisting students individually, preparation and grading of examinations and laboratory reports, and preparation and updating of course materials. Additional responsibilities include course development and modifications to existing courses. It is recognized that some courses require additional activities and efforts. For example, laboratory courses may require considerable effort to develop, update, acquire reagents and supplies, and to run. Also, large enrollment courses entail substantial coordinating and course administrative duties. Such activities will be considered as contributing to the classroom teaching responsibility during the determination of the total teaching load of each faculty member.

Individualized Teaching: Our faculty are committed to the concept that individualized instruction is an essential component in the development of highly qualified professional biochemists. All faculty are expected to participate in individualized instruction at both the undergraduate and graduate level through specialized advanced theoretical and research courses during all four quarters of each year. Courses appropriate for individualized instruction include Biochemistry 693, Biochemistry H783, Biochemistry 785, Biochemistry 795, and Biochemistry 999. In addition to direct advising responsibilities, faculty members are expected to participate in laboratory rotations for first-year graduate students, to advise graduate students, to participate in dissertation advisory committees and examinations, and to advise postdoctoral students. Faculty are also expected to actively participate in the departmental seminar program, and to advise and train students from other laboratories in new techniques and instrumentation, to oversee research group meetings, and to participate in the department's annual research colloquium. Faculty also have a responsibility to write letters of reference and advise students who are in the process of applying for graduate school, professional schools, or are seeking employment in industry or a research institute.

SCHOLARLY AND RESEARCH ACTIVITY

University research is an integral part of our mission and contributes in a significant fashion to our teaching goals, particularly in graduate education and for individualized research studies for undergraduate students. Research is essential for the continued growth of knowledge and for developing concepts and methodologies that are fundamental in the training of young scientists. Faculty members are expected to devote approximately fifty percent of their effort to research, which involves a significant participation in individualized instruction. All faculty members are expected to develop an independent, externally funded, and internationally recognized research program. It is expected that faculty publish reviewed articles regularly in major, well-respected scientific journals; the department also recognizes as significant additional scholarly contributions review articles, book chapters, and/or books. Faculty members are also expected to give invited and contributed scientific presentations at national and international meetings and at other institutions.

Faculty members are expected to obtain extramural research funds to sustain their research programs and to support undergraduate and graduate research students, postdoctoral fellows, and other research personnel. Faculty members who lack external funding are expected to actively seek grant support. Faculty are strongly encouraged to interact in collaborate research projects with other members of the department or faculty in other units at the university or elsewhere.

SERVICE ACTIVITY

The service component of each faculty member's responsibilities reflects the need to make significant contributions to university governance, professional organizations, and local, state, and national agencies. All faculty members are expected to participate in service activities, which includes active membership on committees at the department level and appointed or elected governance bodies or committees at the college or university level. All faculty members are also expected to play a significant service role to local, state, national, and international organizations. These activities include ad hoc reviews of manuscripts submitted to professional journals and of grant proposals submitted to local, state, national, and international agencies, as well as membership on editorial boards of journals, service on national grant review panels. It is also expected that faculty will provide service as a resource for industry or government bodies. It is expected that Assistant Professors will participate in fewer service activities than tenured faculty while establishing their research and teaching programs.

CIRCUMSTANCES FOR DEVIATIONS FROM NORMAL EXPECTATIONS:

Departures from the normal expectations described above are appropriate under certain special conditions, as follows:

- (1) A faculty member who directs an unusually productive research program, who generates exceptional extramural research funding which supports graduate students and/or post-doctoral researchers, and/or whose salary is paid from funds other than normal departmental appropriations, typically will have reduced classroom teaching loads. Such individuals are expected to participate in a correspondingly high level of individualized instruction commensurate with their research program.
- (2) A faculty member who is not strongly involved in research activities will assume substantially higher than average teaching and/or service responsibilities. The workload profile of such faculty members will be negotiated with the Department Chair on an individual basis.
- (3) A faculty member who takes on an approved service assignment that carries with it substantial commitments of time and effort (*e.g.* Graduate Studies Chair, Interdisciplinary Program Director, Senior Editor of a major journal) may be

eligible for a reduction in teaching or research responsibilities.

(4) Faculty may apply for a Special Research Assignment (SRA) or Special Curriculum Development Assignment (SCDA) for a given quarter. If granted by the chair, such special assignments will include increased responsibilities in the area of the special assignment and some reduction in duties in the other two areas. The details of SRA and SCDA agreements are to be negotiated between the faculty member and the Department Chair on a case-by-case basis.

(5) Newly appointed tenure-track Assistant Professors will be eligible for reduced teaching and service responsibilities during their first two years so that they can establish a productive research program, attract external grant support, and participate in individualized study.

(6) Faculty members with any type of unique circumstances may negotiate with the Chair for alternative workload combinations.

DISCLAIMER

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

COURSE OFFERINGS & TEACHING SCHEDULES

Courses will be offered in a manner that is consistent with the mission of the Department. While consideration must be given to the teaching specialties and preferences of faculty, the primary consideration in scheduling classes must be to provide for the needs of students: both the department's own students and those from other departments who need specific courses to meet their degree requirements. Every effort will be made to assure the regular availability of required courses and the sensible timing of high demand offerings so that all students have a fair chance at fitting such courses into their schedules.

It is the chair's responsibility to assure that the schedule of course offerings each quarter makes the most effective use of the department's instructional resources. In this regard, course offerings will be subject to *Faculty Rule Faculty Rule 3335-7-16*, which establishes a standard that an elective course below the 300 level should have an enrollment of at least twelve and an elective course at the 300 level or above should have an enrollment of at least eight for the course to be taught.

Patterns of enrollment in all of the Department's course offerings, especially its elective offerings, will be reviewed annually. Courses with enrollments that are frequently below minimum are subject to be discontinued or may not offered again until there is reason to expect adequate enrollment. Faculty who teach such courses, or whose courses are cancelled because of low enrollment, will be assigned other courses.

Faculty may not cancel courses on their own. The chair is responsible for determining

whether a scheduled course is to be cancelled.

PERSONNEL APPOINTMENTS

The policy of the Department prohibits discrimination against any individuals, for reasons of race, color, religion, creed, national origin, sex, sexual orientation, or age. Equal opportunity for employment in both academic and non-academic positions is extended to all persons in accordance with University policy.

All recommendations from Department personnel on personnel appointments, faculty promotions and tenure review, including the recommendations of the Promotion and Tenure Committee are advisory to the Department Chair. In all but exceptional cases, the majority opinion determines the Chair's recommendations.

All personnel appointments in the Department are made by the Chair with the approval of the Dean of the College of Biological Sciences. The Chair, who has primary responsibility for recruiting new personnel, is assisted in non-academic recruiting by an Administrative Assistant, in the assignment of Graduate Teaching Associates by the Graduate Studies Committee, and in academic recruiting by a Faculty Search Committee and the faculty as a whole. When a candidate for a faculty appointment visits the campus, all faculty members of the Department and the Dean of the College of Biological Sciences are given an opportunity to meet and interact with the candidate. All candidates for faculty appointments are discussed and voted upon by the faculty as a whole in a scheduled Departmental meeting.

The composition, responsibilities and procedures employed by the Departmental Promotion and Tenure Committee are described in detail in the attached document "*Appointments, Promotion and Tenure. Criteria and Procedures for the Department of Biochemistry, College of Biological Sciences Department*". The Chair recommends annual salary adjustments to the Dean of the College of Biological Sciences. The Dean of the College determines the exact salary increases within established University guidelines. The criteria for each salary adjustment recommended by the Department Chair are the individual's performance in teaching, research and service as described in the above-mentioned document.

LEAVES & ABSENCES

All policies of the Department regarding leaves and absences are consistent with and subject to the policies outlined in *Section IX. "Faculty Development"* of the Office of Academic Affairs Policies and Procedures Handbook.

SUPPLEMENTAL COMPENSATION & PAID EXTERNAL CONSULTING ACTIVITY

The Departmental policies regarding compensation and paid external consulting activities are consistent with College and University policies.

Approval and review of this document:

This document was unanimously approved by vote of faculty of the Department on **August 13, 2008.**

This document must be reviewed and either reaffirmed or revised within the first year of appointment or reappointment of the department chair. If the document is simply reaffirmed, the College office and Office of Academic affairs should be notified. If the department revises the document, a College office and OAA review is required. The document may be revised at any time by the department, subject to College and OAA review and approval of the revisions.