Pattern of Administration (POA)
for
The Ohio State University
Department of Geography

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I. Introduction

This document provides a description of the Department of Geography (henceforth 'department' or 'unit') and its guidelines and procedures. It supplements the Rules of the University Faculty, and other university policies and procedures to which the department and its faculty are subject. In the event of any conflict, the aforementioned rules, policies, and procedures, including any amendments, take precedence over the contents of this document.

This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. In keeping with Faculty Rule 3335-3-35(C)(2), within the first year of their appointment or reappointment, the department chair shall review the Pattern of Administration in consultation with the faculty. The revision process begins with the department chair, who announces the need for revisions at a faculty meeting and outlines both the scope of the proposed changes and any non-negotiable elements required by university or college policy. Because the governance document reflects the shared values and practices of the department, transparency and broad faculty input are essential throughout the process. The department chair and the Executive Committee are jointly responsible for gathering that input—through open meetings, surveys, or other means—and incorporating it into a revised draft. That draft is then presented at a faculty meeting, along with a detailed summary explaining the rationale for the changes, highlighting which suggestions were incorporated, and addressing any areas of disagreement or constraint. Faculty vote on the proposed revisions, with a simple majority required for approval. Once approved, the chair submits the revised document for review by the appropriate college and university bodies. All revisions, as well as periodic reaffirmation, are subject to approval by the College of Arts and Sciences and the Office of Academic Affairs (OAA).

II. Department Mission

To support generative and creative science, the department prioritizes a culture of mutual respect, collaboration, and co-learning. The department strives to be a place where ideas can be exchanged and new ideas sparked through dynamic teaching and mentoring, a robust speaker series, and regular intellectual and social interaction. The department welcomes all backgrounds and a wide variety of lived experiences in its composition and scholarly remit, which it considers fundamental to stimulate and support robust and meaningful knowledge creation. The department recognizes the importance of outward-facing science as an essential means to recruit new generations of scholars and to ensure that our insights contribute to addressing the world's social and environmental challenges.

Our mission:

- To support generative, creative, outward-facing science that contributes to addressing the world's social and environmental challenges.
- To recruit and educate new generations of undergraduate and graduate students as critical thinkers with rewarding career paths in academia, private industry, the public sector, and/or non-profit sector.
- To foster the exchange of ideas and spark new ideas through dynamic research, teaching, mentoring, and respectful social interaction.

Our values:

The department embraces and seeks to implement the university's Shared Values initiative. We are committed to academic freedom, to ensuring responsible research practices, to building diverse and inclusive cultures, to fostering an ethic of care and mutual respect, and to promoting justice.

Our ambition:

We are committed to achieving national and international distinction for our research; embracing our duties as educators and our university's land-grant motto of "education for citizenship"; ensuring the academic and personal success of our students; and to supporting the well-being and professional growth of our faculty and staff.

III. Academic Rights and Responsibilities

The university's statement on academic rights, responsibilities, and processes for addressing concerns can be found on OAA's website. The department fully endorses this statement.

IV. Faculty and Voting Rights

Faculty Rule 3335-5-19 defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, teaching and professional practice, and research faculty with compensated FTEs of at least 50% in the department, and associated faculty.

A. Tenure-Track Faculty

The tenure-track faculty is composed of all persons with the title of professor, associate professor, assistant professor, and instructor who have their TIU home in the department.

Tenure-track faculty may vote in all matters of departmental governance.

B. Teaching and Professional Practice Faculty

The teaching and professional practice faculty is composed of all persons with the following titles: teaching instructor, assistant teaching professor, associate teaching professor, and teaching professor; and professional practice instructor, professional practice assistant professor, professional practice associate professor, and professional practice professor.

Teaching and professional practice faculty may vote in all matters of departmental governance except tenure-track faculty appointments, promotion and tenure decisions and research faculty appointments, reappointments, and promotion decisions.

C. Research Faculty

The department makes research faculty appointments at all ranks, i.e., research assistant professor, research associate professor, and research professor.

Research faculty do not have voting rights in the department.

D. Teaching/Professional Practice Faculty Appointment Cap

The number of teaching and professional practice faculty cannot exceed 20% of the combined total of tenure-track, teaching/professional practice, and research faculty in the department.

E. Research Faculty Appointment Cap

This department's number of research faculty will be no more than 20% of the number of tenure-track faculty, with research faculty positions always constituting a minority with respect to tenure-track faculty positions in the department.

F. Associated Faculty

The associated faculty is composed of all persons with adjunct titles, visiting titles, lecturer titles and tenure-track faculty on less than a 50% appointment.

Associated faculty do not have voting rights in the department.

G. Emeritus Faculty

Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule 3335-5-36. Full-time tenure track, clinical/teaching/professional practice, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service.

Emeritus faculty may participate in discussions on non-personnel matters. They may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for faculty appointments are described in the department's Appointments, Promotion and Tenure document.

V. Organization of Services and Staff

The departmental staff addresses six areas of responsibility.

A. Department Manager

This staff member manages the department main office and other staff. Duties include:

- Managing department staff, engaging in performance review process, and setting staff development goals;
- Managing departmental and advancement budgets, and aiding faculty in creating budgets for grant submission;
- Reconciling departmental financial documents;
- Overseeing compliance with training, financial, and travel policies;
- Managing physical facilities, updates, and renovation projects;
- Serving as a liaison with the College of Arts and Sciences and other university offices;
- Monitoring time sheets for all departmental biweekly employees;
- Processing all human resources transactions;
- Overseeing the operational management of the department;
- Managing key control and basis lock upkeep; and,
- Managing communications, outreach efforts, and visual identity for the department.

B. Graduate Program Coordinator

This staff member oversees the administration of the graduate program and works in support of the Director of Graduate Studies (DGS) and the department chair. Duties include:

- Assisting the DGS with online submission of new and revised courses, new and revised degree proposals, and assessment data;
- Maintaining graduate student records;
- Organizing applications to the graduate program and coordinating with the DGS and the Graduate Studies Committee to review applications for the annual admissions cycle;
- Meeting with all prospective graduate students and arranging prospective graduate student visits to Ohio State campus;
- Processing all graduate student contracts;
- Managing student schedules and verifying that proper credits are maintained;
- Arranging and implementing departmental policies relevant to our graduate programs and handbook edits;
- Maintaining and updating the department website and social media pages, and coordinating newsletter submission to ASC Communications; and,
- Completing data entry for graduate student supplies, equipment, and travel.

C. Academic Planning Specialist

This staff member advises students towards career success and assists the Director of Undergraduate Studies (DUS), department chair, and faculty with curriculum and program development. Duties include:

- Assisting the DUS with online submission of new and revised courses, new and revised degree proposals, and assessment data;

- Advising students on program goals, curriculum, and graduation requirements;
- Participating in new student orientation sessions and teaching sections of our university survey course for new students;
- Coordinating department undergraduate recruitment efforts, including working with ASC recruitment offices and officers on various recruitment initiatives; and,
- Evaluating courses for priority enrollment for majors and monitoring enrollments for long-term planning.
- In addition, two undergraduate advisors are assigned to the department on a part-time basis. They assist with program planning and undergraduate advising.

D. Information Technologist

This staff member, assigned to the department through ASCTech, maintains departmental information technology and computing. Duties include:

- Purchasing and maintaining departmental computers and software;
- Coordinating with ASCTech to implement recommended and required technology policies within the department;
- Assisting faculty and graduate students with department-owned hardware and software; and,
- Managing departmental listservs.

E. Office Administrative Associate

This staff member performs a variety of duties in support of department operations and serves as administrative assistant to the department chair. Duties include:

- Collecting faculty, lecturer, and graduate teaching associate syllabi every semester;
- Assisting faculty and GTAs with grade changes;
- Completing data entry for supplies, equipment, and travel;
- Scheduling undergraduate and graduate courses for the department;
- Serving as an alumni point-of-contact for the department; and,
- Coordinating faculty annual review, merit compensation, and peer review processes.

F. Fiscal Associate

This staff member performs a variety of duties in support of the department manager, including:

- Serving as PCard manager;
- Advising department on travel/fiscal policies and procedures;
- Coordinating group travel for Ohio State and non-Ohio State personnel;
- Processing payments and reimbursements for all faculty, staff and students;
- Aiding in month end fiscal reconciliation; and,
- Assisting in self-audit as the point person for asset management.

VI. Overview of Department Decision-Making

Policy and program decisions at the unit-level are made in a number of ways: by the faculty as a whole, by standing or special committees, in consultation with the Executive Committee, or by the department chair. Governance is based on the core principle that the more significant a decision, the greater the need for broad and inclusive participation in its resolution. For matters of highest importance, this inclusivity is essential. Decisions of central significance are typically reached through open discussions, whether in formal settings or through informal dialogue, ensuring that a full diversity of perspectives are considered.

VII. Department Administration

A. Department Chair

The primary responsibilities of the department chair are set forth in Faculty Rule 3335-3-35. This rule requires that the department chair develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, also requires the department chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

The department chair's responsibilities, not specifically noted elsewhere in this Pattern of Administration, are summarized below.

The department chair holds overall administrative responsibility for the unit, subject to the dean's approval. This includes conducting departmental operations efficiently, managing financial resources, overseeing the hiring and supervision of faculty and staff, and the deliberate and intentional stewardship of unit-level administrative processes on an ongoing basis.

The department chair is responsible for fostering a culture of research by supporting faculty and students in the pursuit of scholarly and creative activities. This includes identifying resources, facilitating collaborations with other units and centers on campus, and advocating for policies that promote innovative and impactful research.

The department chair assigns workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).

The department chair is responsible for promoting innovative and cutting-edge teaching and mentoring practices that enhance student learning and engagement. This includes supporting faculty development, encouraging the adoption of new pedagogical approaches, and fostering a culture of excellence in teaching and mentorship. In support of these goals, the department chair is tasked with promoting instructional improvement by ensuring that courses undergo evaluation whenever they are offered. Evaluations should include written feedback from students on both the course and the instructors, as well as periodic reviews conducted by the faculty. The department chair is further responsible for ensuring that majors and minors are up-to-date in terms of curricular requirements.

The department chair is responsible for conducting annual reviews of faculty members to assess their performance in teaching, research, and service based on established university, college, and unit-level criteria. This includes providing constructive feedback, recognizing achievements, and identifying opportunities for professional growth and development.

The department chair is responsible for engaging transparently with faculty with respect to their annual reviews and decisions related to merit pay. In support of this responsibility, the department chair will protect faculty members' right to review their primary personnel files, maintained by the department, as well as their right to respond in writing to any evaluation, comment, or other material contained in their files.

The department chair, in consultation with the eligible faculty, will make recommendations to the college dean regarding appointments, reappointments, promotions, dismissals, and tenure-related matters for all faculty in the unit. These recommendations will follow the procedures outlined in Faculty Rules 3335-6 and 3335-7 and the department's Appointments, Promotion and Tenure Document.

The department chair is responsible for ensuring that all faculty members, regardless of their assigned location, are granted the privileges and responsibilities corresponding to their rank. Additionally, the chair plays a leadership role in fostering a positive environment and maintaining a high level of morale within the department.

The department chair is responsible for maintaining a curriculum vitae for all personnel teaching courses in the department. This ensures that up-to-date records of qualifications and professional experience are kept for all faculty and instructors.

The department chair is responsible for ensuring that faculty and staff members who would benefit from additional support receive adequate supervision and training. This includes identifying opportunities for professional development and providing guidance to enhance their performance.

The department chair is responsible for preparing annual budget recommendations in consultation with the faculty, which will then be submitted to the dean for the college's consideration. The department chair is responsible for ensuring that the department's financial needs and priorities are aligned with its research and teaching goals.

The department chair is responsible for facilitating and participating in prescribed academic program review processes, in collaboration with the dean of the college and OAA. This ensures that the department's academic programs are regularly assessed and aligned with university goals and standards.

The department chair is responsible for ensuring a working and learning environment that is free from harassment and hostility, including, but not limited to, sex, gender, and racial discrimination. This involves promoting a culture of respect, addressing any incidents promptly, and fostering an inclusive atmosphere for all members of the department. Please see Section XV, H for the department's code of conduct.

More generally, the department chair is expected to uphold Ohio State's Leadership Philosophy, including:

- Upholding Ohio State's Shared Values and engendering trust through words and actions;
- Caring for people and creating conditions for well-being and productivity;
- Setting clear direction and goals for their teams and aligning to the mission of the department;
- Solving problems and supporting their teams to adapt to changing contexts;
- Driving cross-functional collaborations to advance goals of the department; and,
- Demonstrating commitment to continuous growth for themselves and their teams.

Day-to-day responsibility for specific matters may be delegated to others, but the department chair retains final responsibility and authority for all matters covered by this document, subject when relevant to the approval of the dean, OAA, and the Board of Trustees.

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

B. Other Administrators

Other important leadership positions in the department include the chairs of the unit's core committees—the Personnel Committee, the Graduate Studies Committee, and the Undergraduate Studies Committee. These committees are described below.

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and ad hoc committees. The department chair is an ex officio member of all departmental committees and may vote as a member on all committees except the Committee of Eligible Faculty and the Personnel Committee.

1. Personnel Committee

The Personnel Committee advises on matters of faculty personnel such as annual reviews of assistant and associate professors, as defined in the APT document, and the promotion and tenure processes.

Membership of the Personnel Committee is five tenure-track faculty from the Columbus campus. The committee is supplemented with a regional campus tenure-track faculty member chosen by the department chair; this member serves at meetings involving regional campus appointments. The Personnel Committee chair is chosen by the department chair, with a term that corresponds with that of the department chair, i.e., a four-year term. Other members—three professors and one associate professor—are elected by Columbus-campus faculty using an anonymous ballot procedure. When an assistant or associate professor of teaching or professional practice is being

evaluated, the committee will also include an elected member from the teaching or professional practice non-probationary faculty. Staff support for the committee is provided by the Office Administrative Associate.

Each of the elected members listed above serve a three-year term. Appointments to the committee at the rank of professor will be rotated and staggered to ensure continuity across time and to avoid wholesale committee turnover. In the case when an elected member leaves the committee before completing a full term, a substitute will be elected using the same method as above to complete the remainder of the term. Faculty members who have completed their term are not eligible for re-election to the committee for a subsequent period of one year. If there are no eligible candidates for service on the Personnel Committee, corresponding to the above positions and requirements, the positions in question will remain vacant.

2. Graduate Studies Committee

The Graduate Studies Committee advises on matters concerning the department's graduate programs in Geography and Atmospheric Science. This includes graduate student admissions and funding, Graduate Teaching Associate teaching and research appointments, graduate student scholarships and awards, initiating proceedings to obtain appropriate Graduate School status for new faculty (related to service on MA, MS, and PhD committees), as well as reviewing and modifying the graduate curriculum and the Graduate Manual.

The Graduate Studies Committee consists of four Columbus-campus tenure-track faculty members and a committee chair, all chosen by the department chair. Teaching and professional practice faculty may also serve as committee members, but the committee must be majority tenure track professors in its composition. Staff support for the committee is provided by the Graduate Student Coordinator.

The tenure of the Graduate Studies Committee chair (the DGS) corresponds with that of the department chair, i.e., a four-year term. Committee members serve a three-year, rotating and staggered term. The committee member who represents atmospheric science serves as chair of the Atmospheric Science Graduate Program and participates in funding meetings.

3. Undergraduate Studies Committee

The Undergraduate Studies Committee advises on undergraduate matters, new courses, revisions to existing courses, revisions to majors and minors, the department's General Education offerings, undergraduate student awards and other recognitions, experiential learning opportunities for students, as well as reviewing and modifying the Undergraduate Manual.

The Undergraduate Studies Committee is comprised of tenure-track faculty representatives of the major specializations within the department and a committee chair. Teaching and professional practice faculty may also serve as committee members, but the committee must be majority tenure track professors in its composition. Staff support is provided by the Academic Planning Specialist, and when needed, by the academic advisors.

The tenure of the Undergraduate Studies Committee chair—the Director of Undergraduate Studies (DUS)—corresponds with that of the department chair, i.e., a four-year term. Committee members

serve a three-year, rotating and staggered term. All faculty appointments to the committee are chosen by the department chair.

4. Executive Committee

The Executive Committee is the core decision-making body in the department and advises the department chair on matters related to department governance, offering guidance on strategic decisions and ensuring that faculty input is considered in key policies related to research, teaching, and service. The committee plays a central role in shaping the direction of the department, providing oversight and making recommendations on academic, administrative, and operational issues.

Members of the Executive Committee include the chairs of the Undergraduate, Graduate, and Personnel committees, plus the director of the Atmospheric Science Program. Staff support for the committee is provided by the Office Administrative Associate.

The Executive Committee must meet at least once per semester, with monthly meetings being the norm. Members of the Executive Committee may also meet with the department chair in one-on-one meetings, in addition to scheduled Executive Committee meetings.

The department chair holds the final authority in decision-making within the Executive Committee, but this authority is exercised with the goal of reaching consensus. The department chair ensures that all perspectives are heard and considered on the committee, striving for agreement on key matters, and making final decisions only when a broad consensus among committee members cannot be achieved. This approach fosters collaboration and ensures that decisions reflect the collective input of the committee while maintaining the chair's ultimate responsibility for governance.

5. Visiting Speakers Committee

The Visiting Speakers Committee arranges for timely invitations to high quality speakers in connection with the Taaffe and Robinson lectures. Other visits, when funds permit, are also run by the committee. The Visiting Speakers Committee plays a key role in bringing together faculty, students, and staff, fostering a sense of shared intellectual community and encouraging collaboration and conversations among attendees that might not typically interact.

The committee consists of a faculty chair, appointed by the department chair and serving for a three-year term. The committee also includes a graduate student representative.

6. Awards Committee

The Awards Committee consists of a chair and two tenure-track faculty members who work in coordination with the Personnel Committee to identify faculty members eligible for internal and external awards, each year.

The chair of this committee and two tenure-track faculty members are appointed by the department chair, rotating every three years.

D. Ad Hoc Committees

A number of ad hoc committees exist, depending on need. Ad hoc committees can be convened to manage grievance issues, communications and outreach, and advancement, among other items. Membership on these committees allows for targeted focus on specific issues and ensures that expertise and input from faculty and staff are appropriately integrated into departmental activities.

Membership on ad hoc committees is managed by the department chair.

E. Graduate Student Membership on Committees

All committees except the Personnel Committee and the Executive Committee have at least one graduate student member, except when disallowed under university rules or deemed inadvisable by the department chair. Graduate student representatives are chosen by the Geography Graduate Organization (GGO).

A graduate student representative—chosen by graduate students—will also be appointed to attend faculty meetings.

Normally, graduate student representatives do not vote on committees. Moreover, graduate student membership on committees will be at the discretion of the committee chair and/or department chair.

VIII. Faculty Meetings

The department chair will provide the faculty with a schedule of department faculty meetings at the beginning of each academic term. The schedule will consist of at least one meeting per semester, with monthly meetings being the norm. A call for agenda items and a completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven calendar days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting.

A meeting of the faculty can also be scheduled on written request of 25% of the faculty. The department chair will make a reasonable effort to have the meeting take place within one week of receipt of the request.

The department chair will distribute minutes of faculty meetings to faculty within seven days of the meeting. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

Special policies pertain to voting on personnel matters during faculty meetings. These are set forth in the department's Appointments, Promotion and Tenure document.

For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote, i.e., 50%+1.

Either the department chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written or electronic ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote, i.e., 50% +1. Balloting will be conducted by mail, e-mail, paper, or electronic survey options to assure maximum participation in voting. Ballots will remain open for as long as necessary to allow for full and considered participation by the faculty. In most instances this will be one week or less.

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

The department accepts the fundamental importance of full and free discussion at faculty meetings but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. When discussions remain civil and collegial, even when there are disagreements, it promotes trust, collaboration, and a shared commitment to the department's goals. The baseline expectation in the department is that faculty navigate difficult conversations in faculty meetings without damaging relationships, thus maintaining a positive and productive atmosphere.

Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

The department's workload guidelines are based on Faculty Rule 3335-5-07, and describe the allocation of effort in general terms as opposed to that of individual faculty members.

The following table provides workload ranges for teaching, research, and service across ranks and types of appointments. These ranges are intended to be transparent and adaptable expectations for assigning workload to faculty in the department. The following distributions of effort reflect faculty competencies at specific career stages and across different types of appointments, allow faculty contributions to evolve over their careers, and recognize that some faculty members perform essential administrative service to the unit:

Faculty Type & role	Teaching/ Mentoring	Research	Service	Service expectations
Tenure-track faculty				
Assistant Professor	40-50%	40-50%	5-10%	Minimal service obligations
Associate Professor	40-50%	40-50%	10-15%	'Stepping into' service
Professor	40-50%	40-50%	10-20%	High-level and effective service
Associate Professor or Professor in unit-level	40-50%	40-50%	10-20%	Directing high-level and effective service at the

leadership position as committee chair				unit-level through delegation to committee members and intentional stewardship of committees
Department chair	20-25%	10-20%	50-70%	Service-intensive workload
Teaching/Professional Practice faculty				
Assistant Professor	70-100%	0-10%	0-20%	Minimal service obligations
Associate Professor	70-100%	0-10%	0-20%	Modest service obligations
Professor	70-100%	0-10%	0-20%	Modest service obligations
Regional faculty				
Assistant Professor	60-80%	10-30%	5-10%	Minimal service obligations
Associate Professor	60-80%	10-30%	10-15%	'Stepping into' service
Professor	60-80%	10-30%	10-20%	High-level and effective service
Associated faculty				
Adjuncts and lecturers	80-100%	0-20%	0-20%	Minimal service and research expectations
Tenure-track faculty < 50% appointment	40-50%	40-50%	0-20%	Teaching, research, and service expectations matching 100% FTE ratios

The broad teaching, research, and service bandwidths above begin with the proportional teaching/mentoring load (held at 40-50%), followed by contributions expected in other areas of responsibility, i.e., research and service. The bandwidths above also assume that faculty 'step into service' across their careers, depending on rank but also type of appointment. For example, the department allocates workload expectations based on the assumption that tenure-track assistant professors engage minimally with service in order to dedicate time and energy to teaching and research. With promotion to associate professor, faculty are expected to transition some research effort to service effort. Professors, having reached mastery in research, are expected to lead by example in service, pending departmental needs in specific areas and specific faculty competencies. Committee chairs are engaged in a distinguished mode of service at the unit-level, i.e., directing the work of their peers.

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and workload expectations for the upcoming year are addressed as part of the annual review by the department chair based on departmental needs as well as faculty productivity and career development. The department chair is responsible for achieving a balance of time and effort for the unit through the assignment of duties to individual faculty.

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

Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be readily available to students. Faculty will have a minimum of three office hours per week, regardless of teaching assignments. Faculty office hours will be posted on faculty members' doors and provided to the front office to refer students. Office hours must also be clearly posted on course syllabi.

Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Remote work is allowed at the discretion of the department chair if such work can be performed effectively and if faculty members are able to fulfill their responsibilities. Remote work will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through remote work.

A full-time faculty member's primary professional commitment is to The Ohio State University. Faculty who have professional commitments outside of Ohio State during on-duty periods—including teaching at another institution, conducting research for an entity outside of Ohio State, and/or external consulting—must disclose and discuss these commitments with the department chair to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA's Policy on Outside Activities and Conflicts.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the department chair. These adjustments may include modifying research expectations in order to maintain teaching obligations. Any assignment changes must be considered in annual reviews by the department chair.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department, as well as changes in the individual circumstances of faculty members, may warrant temporary deviations from these guidelines.

A. Tenure-track Faculty

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

1. Teaching

All tenure-track faculty are expected to contribute to the department's teaching mission. This includes leading large enrollment courses for our majors and in support of the General Education

curriculum at Ohio State, as well as more specialized courses in both the undergraduate and graduate curricula.

As per the workload table above, the standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university's workload guideline. This teaching effort translates to an assignment of approximately three 3-credit courses (or equivalent teaching load) per academic year for departmental faculty on the Columbus campus at 100% FTE. For faculty on a nine-month appointment, teaching obligations must be met in the autumn and spring semesters. Formal course assignments typically involve at least one undergraduate General Education or introductory "service" course. Faculty members also are expected to fulfill their share of responsibilities for advising undergraduate majors, training graduate students, sponsoring independent study courses, and supervising honors and graduate theses. Faculty with no involvement in graduate student training normally will have a higher course assignment.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course. Such adjustments are made by the department chair.

The standard teaching assignment may vary for individual faculty members based on their research or service activity. Tenure track faculty who do not maintain a productive research program (e.g., a below average or sparse publication record over the three-year evaluation period) may be assigned an enhanced teaching assignment of four or five courses. For faculty on enhanced teaching loads, merit evaluations will attach a higher weight to instructional performance. Faculty members who are engaged in extraordinary service activities—for example, to the department, college, university, and in special circumstances professional organizations within the discipline—can be assigned an enhanced service assignment that includes a reduced teaching assignment.

The chair is responsible for making teaching assignments on an annual basis in consultation with the divisional dean and may decline requests for adjustments when these are not judged to be in the best interests of the department or the college. All faculty members must teach at least one three-credit course per year, as well as engage in advising.

2. Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university's workload guideline. Productive research programs are characterized by a sustained pattern of publication appropriate to their subfield evaluated over a three-year period. Such a pattern would include article publication in high quality peer-reviewed journals, peer-reviewed book chapters in edited volumes, research monographs published by scholarly publishing houses, or extramural research awards. Faculty engaged in basic or applied research are expected to attract extramural funding.

Precise publication expectations vary given the broad range of subdisciplinary scholarship expectations in Geography and Atmospheric Sciences, but two papers per year is a target level of

productivity. Other meritorious research and creative inquiry activities include work on book manuscripts or presentations at national or international conferences.

The department supports faculty participation in engaged research. Engaged research refers to research and/or creative inquiry that involves meaningful collaboration between department members and stakeholders outside the university, such as community organizations, government agencies, businesses, or other societal groups. Engaged research aims to address real-world problems by integrating academic expertise with the knowledge and priorities of external partners.

The department also supports the commercialization of faculty research and creative work. Commercialization refers to the process of transforming research outcomes, innovations, or intellectual property developed within the department into marketable products, services, or technologies. It typically involves partnerships with industry, the creation of start-ups, licensing agreements, or other mechanisms to bring academic innovations to the public and generate economic value.

3. Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession and community. The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university workload guideline. Typically, this will include service on a committee within the department and one outside of the department. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university).

Service responsibilities encompass a diverse range of activities that contribute to the advancement and visibility of the department, college, university, profession, and broader research and teaching community. These can include leadership roles at various levels—departmental, college, and/or university—where faculty shape policies and initiatives. Faculty also engage in professional service through activities such as mentoring junior colleagues, serving on graduate student committees, or taking on roles in local, national, or international professional organizations. Other forms of service include conducting peer teaching reviews, editorial work for academic journals, participating on external review teams, and advising undergraduate and graduate student organizations. Public engagement, informing the public through outreach efforts, or delivering talks to various audiences, also fulfills service responsibilities. These activities collectively enhance the academic and public value of the department while supporting our collective professional and community development. All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other department events as a core contribution to service.

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily voluntary in nature, the department chair is not obligated to modify the service load of the faculty member, for example by reducing teaching and/or scholarly obligations. If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for

the Annual Merit Compensation Process. The department chair will also consider this additional service burden in managing the balance and fairness of service loads among faculty.

4. Special Assignments

Information on special assignments (SAs) can be found in in the university's Special Assignment Policy. The information provided below supplements this policy.

Reasonable efforts will be made to award SA opportunities to tenure-track faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are on hand to carry out department work. The Executive Committee will evaluate all SA proposals and make recommendations to the department chair, ideally when the department chair is evaluating Faculty Professional Leave applications. The department chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department, college, and/or university and to the faculty member as well as the ability of the department to accommodate the request.

Written requests for SAs by faculty should be sent to the department chair for endorsement and then forwarded to the divisional dean for approval. Proposals for SAs should indicate the nature of the assignment and the impact the assignment will have on the faculty member and the institution.

B. Teaching and Professional Practice Faculty

Teaching and professional practice appointments exist for faculty members who focus principally on the department's education needs. The standard workload expectations for full-time teaching and professional practice faculty members are 70-100% teaching, 0-10% scholarship, and 0-20% service. Teaching and professional practice faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent, and dependent on rank, scholarship.

Teaching and professional practice faculty may be involved in graduate program development, teaching, and/or mentoring.

The standard teaching assignment for 100% FTE teaching and professional practice faculty members is seven courses per academic year. If teaching and professional practice faculty engage in service beyond 0%, their teaching loads should be adjusted downwards in compensation of the effort and time commitment.

C. Research Faculty

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

In accord with Faculty Rule 3335-7-34, a research faculty member may, but is not required to, participate in limited educational activities in the area of their expertise. However, teaching opportunities for research faculty must be approved by a majority vote of the department's tenure-

track faculty. No research faculty can be continuously engaged over an extended period of time in the same instructional activities as tenure-track faculty.

Standard workload expectations for full-time research faculty members are 0-10% teaching and student mentoring, 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

D. Associated Faculty

Compensated associated faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments. Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments. Exceptions to the Faculty Appointments Policy for associated faculty can be found in the College of Arts and Sciences' Pattern of Administration.

Faculty members with tenure-track titles and appointments <50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level.

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

E. Modification of Duties

The department strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to adhering to the College of Arts and Sciences guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that a family member is on covered active duty in a foreign country or call to covered active duty status. See the ASC Pattern of Administration for details. See also the OHR Parental Care Guidebook and the Paid Time Off policy in Section XII.

The faculty member requesting the modification of duties and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean. A faculty member who is relieved of teaching duties for a semester under the modified duties process cannot be required to make up the teaching at a later time.

X. Course Offerings, Teaching Schedule, and Grade Assignments

The department chair will develop an annual schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. However, the dean and divisional deans are ultimately responsible for approving course offerings and teaching schedules.

While every effort will be made to accommodate a faculty member's individual teaching preferences, the department's first obligation is to offer the courses at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 will normally be canceled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. Faculty members whose courses were canceled for reasons of low enrollment normally must make up that course or offer another course during the same academic year or in the following academic year. The department chair is responsible for determining whether a scheduled course is to be canceled. Faculty may not cancel a course on their own. Finally, to the extent possible, courses required in any curriculum or courses with routinely high demand will be taught by at least two faculty members across semesters of offering to assure that instructional expertise is always available for such courses.

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

XI. Allocation of Department of Geography Resources

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

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

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

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

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

Travel funds will be allocated equitably amongst the tenure-track faculty. The amount available for faculty travel will be determined on an annual basis by the department chair. The department will reward faculty for externally funded grants that generate indirect support.

XII. Leaves and Absences

In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the Parental Care Guidebook; see also below). The university's policies and procedures with respect to leaves and absences are set forth by the Office of Human Resources (OHR) on their Policies and Forms website. The information provided below supplements these policies.

A. Discretionary Absence

Faculty are expected to complete a travel request and a request for absence form well in advance of a planned absence—for example, to attend a professional meeting, undertake research activities, or to engage in consulting. This provides time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right, and the department chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Rules of the University Faculty require that OAA approve any discretionary absence longer than 10 consecutive business days (see Faculty Rule 3335-5-08).

B. Absence for Medical Reasons

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

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45.

D. Faculty Professional Leave (FPL)

Information on FPLs is presented in the OAA's Faculty Professional Leave policy. The information provided below supplements these policies.

The FPL program is intended to give faculty an uninterrupted time period to invest in professional development. An FPL requires that the faculty member prepare a detailed proposal that focuses on how the leave will enhance research skills and/or knowledge. FPLs may be requested for one semester at full salary or two semesters at 2/3 salary.

There are two stages to FPL review at the departmental level. FPL applications will first be assessed by the Personnel Committee. The Personnel Committee's recommendations will then be discussed by the Executive Committee, in conjunction with the department chair. The Executive Committee and the department chair will rank-order all FPL applications. If there is a conflict of interest on either the Personnel Committee or the Executive Committee, the relevant personnel will be excused from the decision-making process. If the Executive Committee is unable to decide on FPL applications, the chair will rank order the FPL applications.

The department chair forwards the ranked proposals to the College of Arts and Sciences. Proposals approved by the College of Arts and Sciences are forwarded to OAA and the Board of Trustees for approval.

No more than 10% of the faculty can be granted an FPL or SA in any given academic year.

FPLs are competitive, and are assessed and ranked based on the following criteria:

- The quality of the proposal (including its likelihood of successful completion during the leave period and the proposal's potential benefit to the department and the faculty member);
- The ability of the department to accommodate the leave at the time requested;
- Time elapsed since tenure and/or promotion
- Time elapsed since the last successful FPL application;
- Prior, but denied, FPL applications; and,
  Grant and other institutional support for specific FPL requests.

Because FPLs are competitive, it is not advisable to purchase travel or pay for other aspects of FPL activities before the leave has been approved by the Board of Trustees.

E. Parental Leave

The university, the college, and the department recognize the importance of parental leave to faculty members. Details are provided in the OHR Parental Care Guidebook, Paid Time Off Program Policy 6.27, and the Family and Medical Leave Policy 6.05.

In some circumstances, a modified workload for a period of time may offer a better solution than the use of leave. The College of Arts and Sciences has developed a modified duty practice for faculty that exists within the framework of the university's leave policies. See section IX.E. of this document and Appendix A in the College of Arts and Sciences' Pattern of Administration for more details.

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in OAA's Policy on Faculty Compensation. Information on paid external consulting is presented in OAA's Policy on Outside Activities and Conflicts. The information provided below supplements these policies.

The 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 additional compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed activity to the department. In addition, it is university policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

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

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

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

XIV. Financial Conflicts of Interest

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

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

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

XV. Grievance Procedures

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

A. Salary Grievances

A faculty or staff member who believes that their salary is inappropriately low should discuss the matter with the department chair. The faculty or staff member should provide documentation to support the complaint.

Faculty members who wish to pursue the matter may be eligible to file an appeal with the College of Arts and Sciences' Salary Appeals Committee as described in the college's Pattern of Administration. A formal salary appeal may also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of OAA's *Policies and Procedures Handbook*).

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

B. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

C. Faculty and Staff Misconduct

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

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

D. Harassment, Discrimination, and Sexual Misconduct

The Civil Rights Compliance Office exists to help Ohio State's community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.

The university's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's policy on nondiscrimination, harassment, and sexual misconduct.

E. Violations of Laws, Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the Office of University Compliance and Integrity. Concerns may also be registered anonymously through the Anonymous Reporting Line.

F. Complaints by and about Students

When possible, student complaints about courses, grades, and related matters should be 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 a student brings a complaint about a course and/or instructor to the department chair, they will first ascertain whether or not the student requires confidentiality. If confidentiality is not required, the department chair will investigate the matter as fully and fairly as possible and provide a response to both the student and any affected faculty. If confidentiality is required, the department chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student on options to pursue the complaint without prejudice as to whether the complaint is valid or not. See Faculty Rule 3335-8-23.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the department chair and others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

Faculty members will report any instances of academic misconduct to the Committee on Academic Misconduct in accordance with the Code of Student Conduct. See also Board of Trustees Rule 3335-23-05.

H. Department Code of Conduct

Our department is committed to fostering an environment of respect, professionalism, and collegiality. As members of this community, we each share the responsibility to uphold these values in all our interactions, whether with students, staff, faculty, or external partners.

As a community of scholars, teachers, students, staff, coworkers, supervisors/subordinates, and colleagues, we are committed to the following core principles:

- **Respect:** We treat all individuals in our community with dignity and courtesy, regardless of their role, background, or viewpoint. This includes active listening, valuing multiple

backgrounds and perspectives, and avoiding dismissive or disrespectful language or actions.

- **Collaboration:** We work constructively with our colleagues, recognizing that our collective success depends on effective teamwork and mutual support.
- **Integrity:** We uphold the highest standards of honesty and accountability in all professional conduct and communication.
- **Belonging:** We commit to creating an environment where everyone feels valued, respected, and supported, free from discrimination or harassment.
- **Support:** We commit to encouraging the growth, success, and well-being of others within the community

The following behaviors are corrosive to our community as a whole and will not be tolerated:

- Harassment, intimidation, or bullying, whether verbal, physical, or online.
- Discrimination based on race, gender, sexual orientation, religion, ability, or other protected characteristics.
- Engaging in unprofessional conduct, such as demeaning, undermining, or retaliatory actions.
- Yelling, threats, or other aggressive behavior that creates a hostile work environment.
- Using one's position to unfairly influence, coerce, or pressure others, particularly those in subordinate roles.
- Intentionally sabotaging or obstructing the work or reputation of others.

To maintain a positive and respectful environment, all members of our department are expected to:

- Seek resolution through open, constructive dialogue when conflicts or disagreements arise.
- Approach conflict and/or disagreements with a spirit of problem-solving and mutual understanding.
- Actively contribute to a departmental culture that values trust, professionalism, and respect.

Every member of the department deserves a working and learning environment that is free from harassment and hostility, including but not limited to sex, gender, and racial discrimination.

We affirm the right of all members of our community to bodily integrity and personal safety. Unwanted or inappropriate comments, physical contact, or sexual or romantic advances are unacceptable under any circumstances.

These standards apply equally to everyone, regardless of role or position. Within academia, there is an implicit and explicit hierarchy (student-supervisor-professor-chair-dean, etc.). These hierarchies make it harder for us to speak up and demand respect, particularly due to fear of retribution. Our university has strict anti-retribution policies in place, and as a department we commit to supporting and doing what we can to protect anyone who comes forward.

If you have witnessed or been the target of any inappropriate behavior, please talk to the department chair, members of the department's Executive Committee, and/or the department human resources officer.