Pattern of Administration
For the Department of Management and Human Resources
Max M. Fisher College of Business
Revised: 06/1/11

Table of Contents

I Introduction........................................................................................................... 3
II Department Mission.......................................................................................... 3
III Academic Rights and Responsibilities............................................................ 3
IV Faculty................................................................................................................ 3
V Organization of Department Services and Staff ................................................. 4
VI Overview of Department Administration and Decision-Making.................... 4
VII Department Administration ............................................................................ 4
   A Chair ............................................................................................................ 4
   B Committees ................................................................................................. 5
VIII Faculty Meetings........................................................................................... 7
IX Policy on Faculty Duties and Responsibilities.................................................. 8
   A Policy on Faculty Teaching Load ................................................................. 8
   B Special Assignments ................................................................................... 8
X Course Offerings and Teaching Schedule.......................................................... 9
XI Allocation of Department Resources................................................................ 9
XII Leaves and Absences ..................................................................................... 9
   A Discretionary Absence .............................................................................. 10
   B Absence for Medical Reasons .................................................................... 10
   C Unpaid Leaves of Absence ........................................................................ 10
   D Faculty Professional Leave ........................................................................ 10
XIII Supplemental Compensation and Paid External Consulting.......................... 10
XIV Financial Conflicts of Interest ...................................................................... 11
XV Grievance Procedures .................................................................................... 11
   A Salary Grievances ...................................................................................... 11
   B Faculty Misconduct .................................................................................... 11
   C Faculty Promotion and Tenure Appeals ......................................................... 12
   D Sexual Harassment ..................................................................................... 12
E  Student complaints................................................................. 12
F  Code of Student Conduct ..................................................... 12
Pattern of Administration
Department of Management and Human Resources
Max M. Fisher College of Business
The Ohio State University

I Introduction

This document provides a brief description of the Department of Management and Human Resources 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 as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs.

II Department Mission

The mission of the Department of Management and Human Resources (MHR) is to offer and maintain outstanding nationally and internationally recognized academic programs in the field of management at the undergraduate, master’s, and doctoral levels and to provide an environment conducive to faculty research of the highest caliber. The department strives to develop its faculty throughout their careers in the achievement of excellence in teaching, research, and service.

III Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, http://oaa.osu.edu/rightsandresponsibilities.html.

IV Faculty

Faculty Rule 3335-5-19, (http://trustees.osu.edu/rules/university-rules.html) 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 include regular faculty with compensated FTEs of at least 50% in the department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this department are invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Management and Human Resources has a regular clinical track. Regular clinical track faculty titles are clinical assistant professor of Management and Human Resources, clinical associate professor of Management and Human Resources, and clinical professor of Management and Human Resources. Regular clinical track faculty can comprise no more than 20% of the total RTT faculty. Regular clinical track faculty may vote in all matters of department governance except tenure-track promotion and tenure decisions.
Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the Fisher College of Business Appointments, Promotion and Tenure Document.

V Organization of Department Services and Staff

Staff members in the Department of Management and Human Resources work to support faculty, students, and other administrative staff to achieve the efficient use of resources and progress toward the stated goals of the department and university. This support staff is led by the departmental administrative assistant, who reports to the chair. This person oversees curriculum, fiscal, and personnel issues. The secretary, graduate student assistants, and student workers report to the administrative assistant. The chair is ultimately responsible for hiring all support staff, though the administrative assistant and faculty who might be impacted by such hires are routinely involved in the hiring decisions. In keeping with university initiatives, some human resource and fiscal issues are now being administered centrally out of the college’s shared services center.

VI Overview of Department Administration and Decision-Making

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

VII Department Administration

A Chair

The Chair of the Department of Management and Human Resources shall be the presiding officer of the department. In the absence of the chair, the duties of the presiding officer shall be assigned by the chair to a tenured regular member of the department faculty.

The Chair is recommended by the Dean of the Fisher College of Business after consultation with the regular members of the faculty in the Department of Management and Human Resources. The term of the appointment is for up to, but not exceeding, four years. Appointments can be renewed.

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, http://trustees.osu.edu/rules/university-rules.html. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, http://trustees.osu.edu/rules/university-rules.html, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure. Each time it changes, the faculty in the Department of Management and Human Resources vote to accept the Appointment, Promotion, and Tenure document of the Fisher College of Business as the document that covers departmental policies and procedures.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.
• To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.

• To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.

• To evaluate and improve instructional and administrative processes on an ongoing basis; 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.

• To evaluate faculty members annually in accordance with both university and department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.

• To recommend appointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 [http://trustees.osu.edu/rules/university-rules.html](http://trustees.osu.edu/rules/university-rules.html) and the college’s Appointments, Promotion and Tenure Document.

• To see that all faculty members, 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.

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

• To recognize the interdisciplinary nature of the Fisher College of Business and the corresponding importance of effective collaboration and cooperation in both academic undertakings and administrative operations.

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

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore 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 chair will explain to the faculty the reasons for the departure, ideally before action is taken.

B Committees

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

Standing MHR Committees

Standing committees are established by the faculty to handle matters of ongoing interest to the faculty. The department chair appoints the chair of each standing committee. Committee membership is determined by a process of ratification by faculty vote. Unless otherwise stated, committee members are appointed for an annual term subject to review and renewal. Changes in the list of standing committees are initiated by the chair or by the faculty and codified by faculty vote. A list of the standing committees and a description of their functions follows. Depending upon college and department priorities, some committees may be left vacant in a given year.

A. MHR Dept. Ph.D. Committee. There will be a departmental Ph.D. committee. This committee will oversee all of the Ph. D. programs in the department. This committee is responsible for Ph.D. policy and curricular issues as well as recommending the admission, development, and evaluation of Ph.D. students. The committee also is responsible for assuring that departmental Ph.D. programs and tracks are responsive to the needs of the Fisher College of Business and its constituents, and that training provided by the department's faculty is consistent with that of a top-tier college of business. Policy or curricular changes proposed by these committees are to be approved by vote of the MHR faculty and the relevant graduate studies committee (LHR or Business Administration). The committee is comprised of: a chair, and one representative of each sub-discipline (i.e., organizational behavior, strategy, human resources, international business, and entrepreneurship). The chair of the committee is appointed by the Chair of the Department.

B. LHR Graduate Studies Committee. This committee is responsible for policy and curricular issues concerning LHR programs as well as the admission and development of LHR students. It is also responsible for assuring that LHR programs and tracks are responsive to needs of the Fisher College of Business and its constituents and that training provided by the department's faculty is first rate. The committee's primary concern is the development of the MLHR program and its students. The committee shares responsibility for the LHR Ph.D. program with the department Ph.D. committee. The committee shall consist of the Graduate Studies Chair and at least four members duly suggested by the Chair and selected each year by the Fisher College Senior Associate Dean.

C. MHR Faculty Colloquia Committee. This committee is responsible for organizing and scheduling the weekly departmental colloquium. These weekly colloquia will consist of external speakers, job candidates, Fisher faculty, and MHR Ph.D. students. Whereas most colloquia will discuss specific research programs, others will provide information that is intended to directly enhance the knowledge skills, and abilities of our students and faculty. The chair of the committee is appointed by the Chair of the Department.

Ad Hoc Committee and Task Forces

Ad Hoc Committees and task forces may be established as deemed necessary by the Chair or as directed by the MHR faculty when assembled in a meeting. Two types of Ad Hoc Committees warrant specific mention.

A. MHR Search Committees. Upon college approval to undertake a search, a departmental search committee may be established to facilitate the search for candidates. The committee shall act in accordance with university and college policy in: soliciting, receiving, and circulating vitae
of prospective candidates; recommending a suitable number of candidates for interview; coordinating the campus visits of candidates; and, based on faculty opinion, will rank order the interviewed candidates. Each search committee will consist of a chairperson and two or more members drawn from the department faculty and selected by the Chair. When possible, the chair of the search committee will be a full professor in the department. The appointments shall extend until the charge given the committee is completed.

B. Promotion and Tenure Review Committee (also known as the committee of voting eligible faculty). All promotion and tenure committees are described in the Fisher College Appointment, Promotion, and Tenure Review Document.

VIII Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per quarter/semester and normally will provide for monthly meetings. Upon agreement of the faculty, a meeting may be cancelled and items that otherwise might be important, will be communicated electronically. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to call for agenda items at least seven days before the meeting, and to distribute the agenda by e-mail at least three business days before the meeting. A meeting of the department faculty will also be scheduled on written request of 25% of the department regular faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will distribute minutes of faculty meetings to faculty by e-mail—with seven days of the meeting if possible. These minutes may be amended at the next faculty meeting by a simple majority vote of the faculty who were present at the meeting covered by the minutes.

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

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

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

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

All departmental faculty members may attend a faculty meeting.

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.
IX  Policy on Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5, http://oaa.osu.edu/handbook.html). The information provided below supplements these guidelines.

During on-duty semesters, faculty members are expected to be available for interaction with students, service responsibilities and other responsibilities even if they have no formal course assignment that semester. Faculty are expected to hold office hour for at least one hour per week. On-duty faculty members should not be away from campus for extended periods of time unless on an approved Faculty Professional Leave or other approved leaves (see section XII).

A  Policy on Faculty Teaching Load

The Office of Academic Affairs requires departments to have a policy on faculty duties and responsibilities (See the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.5.1, http://oaa.osu.edu/handbook.html). The information provided below supplements these guidelines.

As set forth in the Fisher College of Business Faculty Responsibility Allocation Policy and in accordance with university guidelines, the department of MHR’s internal evaluation system will incorporate two principles related to the determination and assignment of individual faculty member teaching loads:

1. yield, at a minimum, the Department/Teaching Load (DTL) assigned to the department by the dean; and
2. accommodate college-wide teaching load assumptions.

B  Special Assignments

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

Untenured faculty will normally be provided an SA for research during their probationary period. Reasonable efforts will be made to award SA opportunities to all productive faculty members on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The tenure-track faculty as a whole will evaluate all SA proposals and make a recommendation to the chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested.

Faculty who desire an SA should discuss the matter with the department chair during their annual evaluation or as soon thereafter as possible. The department chair will indicate whether submission of a full proposal articulating the purpose and nature of an SA is appropriate. The chair will normally announce decisions regarding SAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other time circumstances warrant such flexibility.
X Course Offerings and Teaching Schedule

The department chair will annually develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually. While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times 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 3335-8-17, http://trustees.osu.edu/rules/university-rules.html, will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent quarter. 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 quarters/semesters of offering to assure that instructional expertise is always available for such courses.

XI Allocation of Department Resources

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

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

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

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

The allocation of salary funds is discussed in the "Fisher College of Business Faculty Compensation Policy" which is an addendum to the college’s Appointments, Promotion and Tenure document.

Each faculty member will be given an Individual Expense Account (ISA) and will be notified around the start of each fiscal year of the precise amount of the year’s allocation. The allocation is made by the Chair and is based upon such items as perceived need, current balance, and appropriateness of use. The ISA and its uses are described in materials that can be obtained from the Fisher Shared Services Center. ISAs may be used for such items as travel, computer equipment, and other business related items. Unused ISAs may be carried over from one year to the next.

XII Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs Policies and Procedures Handbook (http://oaa.osu.edu/handbook.html) and Office of Human Resources Policies and Procedures website, www.hr.osu.edu/policy/index.aspx. The information provided below supplements these policies.
A  Discretionary Absence

Faculty are expected to complete a travel request well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Rules of the University Faculty require that the Office of Academic Affairs approve any discretionary absence longer than 10 continuous 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 an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.

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, www.hr.osu.edu/policy/index.aspx. The information provided below supplements these policies.

D  Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf). The information provided below supplements these policies.

The department tenure-track faculty will review all requests for faculty professional leave and make a recommendation to the department chair based on the following criteria:

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

XIII  Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf). Information on paid external consulting is presented in the university’s Policy on Faculty Paid External Consulting (http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf). The information provided below supplements these policies.

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

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

XIV Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the university’s Policy on Faculty Financial Conflict of Interest (http://oaa.osu.edu/assets/files/documents/financialconflictofinterest.pdf). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator’s professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

XV Grievance Procedures

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

A Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/handbook.html).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).

B Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, http://trustees.osu.edu/rules/university-rules.html.
C  Faculty Promotion and Tenure Appeals


D  Sexual Harassment

The university’s policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, www.hr.osu.edu/policy/index.aspx.

E  Student complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see www.ooa.osu.edu/coam.html and http://senate.osu.edu/committees/COAM/COAM.html).

F  Code of Student Conduct

In accordance with the Code of Student Conduct (http://trustees.osu.edu/rules/code-of-student-contract.html), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct.

Approved by the faculty in the Department of Management and Human Resources on June 1, 2011

David B. Greenberger, Chair

19 August, 2011
Date