

**The Ohio State University
Max M. Fisher College of Business**

**Department of Management &
Human Resources**

Pattern of Administration

OAA Pre-Edit: June 1, 2025

MHR Revision: October 9, 2025

Approved by the Office of Academic Affairs: October 31, 2025

Table of Contents

Introduction	3
Department Mission	3
Academic Rights and Responsibilities	3
Faculty and Voting Rights	3
Organization of Departmental Services and Staff	4
Overview of Department Administration and Decision-Making	4
Department Administration	4
Chair	4
Other Administrators	6
Committees.....	7
Faculty Meetings	8
Distribution of Faculty Duties, Responsibilities, and Workload	9
Course Offerings, Teaching Schedules, and Grade Assignments	14
Allocation of Department Resources	15
Leaves and Absences	15
Discretionary Leave	15
Absence for Medical Reasons	16
Unpaid Leaves of Absence	16
Faculty Professional Leave	16
Parental Leave	17
Additional Compensation and Outside Activities	17
Financial Conflicts of Interest	18
Grievance Procedures	19
Salary Grievances	19
Faculty and Staff Misconduct	19
Faculty Promotion and Tenure Appeals	19
Harassment, Discrimination, and Sexual Misconduct	20
Violations of Laws, Rules, Regulations, or Policies	20
Complaints by and about Students	20
Academic Misconduct.....	20

I. INTRODUCTION

This document provides a brief description of the Department of Management and Human Resources (MHR) 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 [Fisher College of Business](#) (FCOB) and of The Ohio State University (OSU) 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 (POA) 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. Any revisions shall be made with broad faculty input, obtained in a manner consistent with the department's established practices and procedures, including email and in-person meetings. At other times, revisions may be proposed by the department chair or recommended to the chair by unit committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs (OAA).

II. DEPARTMENT MISSION

The mission of the Department of MHR is to offer and maintain outstanding nationally and internationally recognized academic programs at the undergraduate, masters, 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.

IV. FACULTY AND VOTING RIGHTS

[Faculty Rule 3335-5-19](#) defines the types of faculty appointments possible at OSU and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department will include the following:

- Tenure-track faculty with compensated FTEs (full-time employees) of at least 50% in the department with the titles of professor, associate professor, and assistant professor. Tenure-track members of the department may participate fully in the business of faculty meetings and may vote in all matters of departmental governance.
- The department makes clinical faculty appointments. Clinical faculty titles are clinical instructor, assistant clinical professor, associate clinical professor, and clinical professor.

Clinical faculty with compensated FTE's of at least 50% in the department may vote in all matters of departmental business except tenure-track faculty promotion and tenure decisions. Clinical faculty may vote on clinical faculty matters including appointment, reappointment, and promotion reviews.

Clinical Faculty Appointment Cap

The department's appointment cap on clinical faculty is established in the [college pattern of administration](#).

- The department makes associated faculty appointments. Associated faculty titles include senior lecturer, lecturer, and visiting assistant professor, visiting associate professor, and visiting professor. Associated faculty, with the exception of visiting faculty, may vote in all matters of departmental business with the exception of personnel decisions.
- Emeritus faculty in this department may be invited to participate in discussions on non-personnel matters, but may not participate in APT (appointment, promotion, and tenure) matters, including promotion and tenure reviews, and may not vote on any matter.

V. ORGANIZATION OF DEPARTMENTAL SERVICES AND STAFF

The department provides services to assist faculty members in conducting their duties and students in advancing certain aspects of their educational programs. For both faculty and students, services are provided in close coordination with Fisher College support organizations, especially its offices for shared services, the Graduate Programs Office and the Undergraduate Program and Advising Office.

VI. OVERVIEW OF DEPARTMENTAL DECISION-MAKING

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing and/or special committees of the department, or by the chair. The nature and importance of any individual matter will determine 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 MHR 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 member of the department faculty. The primary responsibilities of the chair are set forth in [Faculty Rule 3335-3-35](#). This rule requires the chair to develop, in consultation with the faculty,

a POA with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

A copy of this Department's POA shall be deposited in the Office of the Dean of the College and in the Office of the Executive Vice President and Provost and will be made available to all present and prospective members of the Department. Other responsibilities of the chair of the Department of MHR, not specifically noted elsewhere in this POA, are paraphrased and summarized below.

- To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - Care for people and create conditions for well-being and productivity.
 - Set clear direction and goals for their teams and align to the mission of the department.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for department programs, subject to the approval of the dean of the FCOB. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff.
- To operate the business of the department with efficiency and dispatch.
- To plan with the members of the faculty and the dean of the college a progressive program.
- To assign workload according to the department's workload guidelines (see Section IX) and faculty appointment type (and rank).
- To evaluate continuously the instructional and administrative processes and lead in the study of methods of improving them.
- To evaluate faculty members annually in accordance with both university- and department-established criteria and subject to instructions from the executive vice president and provost, and also according to such supplemental criteria as may be set up by the department or college.
- To inform faculty members when they receive their annual review of their right to review their personnel file maintained by the department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend to the dean of the college, after consultation with the faculty in accordance with the college patterns of administration, appointments, promotions, dismissals, and matters affecting the work of members of the department faculty in accordance with procedures set forth in Faculty Rules [3335-6](#) and [3335-7](#) and the college's [Appointments, Promotion and Tenure Document](#).
- To encourage research and educational investigations.
- 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.

MHR. Pattern of Administration

- To maintain a curriculum vitae for all personnel teaching a course in the department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance.
- 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 prepare, after consultation with the faculty, annual budget recommendations for the consideration of the dean of the college.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the dean of the college and the Office of Academic Affairs.
- To recognize the interdisciplinary nature of the FCOB and the corresponding importance of effective collegiality 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 POA, subject when relevant to the approval of the dean, OAA, 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 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. Majority faculty rule shall be the favored policy on all matters covered by the POA. When majority faculty rule is not followed, the department chair shall explain the reasons for the departure to enhance communication and to facilitate understanding within the department. Where possible, this statement of reasons shall be provided before the departure occurs. This explanation shall outline the decision of the majority of the faculty, the decision of the department chair, and the reasons the decisions differ. The explanation shall be communicated to the faculty in writing, where possible, or at a faculty meeting, with an opportunity for the faculty to comment.

B. OTHER ADMINISTRATORS

Other administrative positions within the department include vice chair, academic program coordinator and program assistant. The vice chair assists with course scheduling and allocation. The academic program coordinator manages day-to-day operations and other staff members, and reports to the chair of the department. The program assistant manages departmental budgetary issues such as purchasing, travel expenditures and reimbursements.

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 chair is an ex officio member of all department committees and may vote as a member on all committees except the Promotion and Tenure Committee. Unless otherwise noted, committees shall be comprised of a chair and three additional faculty members that are all appointed by the department chair.

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 as necessary. 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. 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 Department Ph.D. Committees. Two coordinators will be appointed by the department chair, one for the OB and HR PhD specializations and one for the Strategy and IB specializations. Each will preside over a committee of senior tenure-track faculty responsible for Ph.D. policy and curricular issues as well as recommending the admission, development, and evaluation of Ph.D. students. Each committee is responsible for assuring that the relevant Ph.D. specializations are responsive to the needs of FCOB and its constituents, and that training provided by the department's faculty is first rate. Policy or curricular changes proposed by these committees are to be discussed and approved by the MHR faculty.
- B. Masters of Human Resource Management (MHRM) Graduate Studies Committee. This committee is responsible for policy and curricular issues concerning the MHRM program as well as the admission and development of MHRM students. It is also responsible for assuring that the MHRM program is responsive to needs of the FCOB and its constituents and that training provided by the department's faculty is first rate.
- C. MHR Department Masters of Business Administration (MBA) Committee. This committee is responsible for policy and curricular issues concerning the MHR components of the MBA program. Recommendations of the committee go to the full MHR-faculty for discussion. Recommendations, if endorsed by faculty vote, are forwarded to the Fisher College MBA Policy Committee for consideration. The department MBA Committee interfaces with the Fisher College MBA Committee in all related matters. The committee is responsible for assuring that MHR contributions to the MBA program are reflective of constituent needs, and that training provided by the MHR faculty in the MBA program is first rate.

- D. MHR Department Undergraduate Committee. This committee is responsible for policy and curricular issues concerning the MHR components of the college undergraduate program. Recommendations of the committee go to the full MHR faculty for discussion. Recommendations, if endorsed by faculty vote, are forwarded to the Fisher College Undergraduate Policy Committee for consideration. The department Undergraduate Committee interacts with the Fisher College Undergraduate Policy Committee in all related matters. The committee is responsible for assuring that MHR contributions to the undergraduate program are reflective of constituent needs, and that training provided by the MHR faculty is first rate.
- E. Department Executive Committee (DEC). The purpose of this committee is to advise the chair on matters deemed important to the department, especially those pertaining to policy. The committee will consist of three or four members who are appointed at the beginning of the academic year and who will serve at the discretion of the chair. The chair of the department will be an ex officio member.

Ad Hoc Committees 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. Search processes are described in the college's APT document and follow the [SHIFT](#) Framework for faculty recruitment. 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 professor in the department. The appointments shall extend until the charge given the committee is completed. While the search committee will lead the process, the larger departmental faculty will be consulted regarding the review and selection of new faculty members for appointment.
- B. Promotion and Tenure Review Committee. All promotion and tenure committees are described in the [Fisher College Appointment, Promotion, and Tenure Document](#). Promotion and tenure deliberations are done by the Committee of Eligible Faculty.

VIII. FACULTY MEETINGS

The chair will consult with the faculty as a whole on all policy matters and such consideration will, whenever practical, be undertaken at a meeting of the faculty as a whole. In accordance with this requirement, 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 academic term and/or as otherwise needed. 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 faculty. The chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The chair will maintain minutes of all faculty meetings and will maintain records of all other actions covered by the POA. The chair will distribute minutes of faculty meetings to faculty by mail within 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 [College's Appointments, Promotion and Tenure Review 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 eligible to vote.

Either the chair or one-third of all faculty 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 51% of all faculty 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 at least three business days to respond.

When a matter must be decided and a simple majority of received votes cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

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. DISTRIBUTION OF FACULTY DUTIES, RESPONSIBILITIES, AND WORKLOAD

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the Management and Human Resources department chair based on the department's needs as well as faculty productivity and career development.

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. 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; for a three-credit course, a minimum of two office hours per week should be provided. 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.

To support a strong academic community and protect the integrity of key departmental functions, the default expectation is that departmental meetings involving personnel (e.g., hiring decisions, 4th-year review deliberations, promotion and tenure deliberations) and departmental seminars (including talks by internal and invited external speakers) will entail in-person participation from faculty and students. An in-person setting enables engagement, dialogue, and informal interactions that are critical to sustaining and nurturing high-quality knowledge creation and dissemination.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the department chair if such work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework 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 telework.

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

A full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who wish to engage in outside activities during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must submit an [Outside Activities Approval Form](#) and obtain approval from the department chair before engaging in any outside activities. Information on faculty conflicts of commitment is presented in the university's [Policy on Outside Activities and Conflicts](#). As noted in the policy, individuals in violation may be subject to corrective or disciplinary action, up to and including termination or dismissal. Thus, even when uncertain as to whether disclosure is required, faculty members should disclose outside activities and any potential conflicts.

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

In accordance with Faculty Rule [3335-5-07](#), the department's workload guidelines are summarized below. These are in line with the university's [Faculty Workload Guideline](#) and provide transparent yet adaptable default expectations for assigning workload to entire faculty groups.

A Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's tripartite mission of teaching, scholarship, 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.

Teaching

All tenure-track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in both the undergraduate and graduate curricula. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload in line with the university's [Faculty Workload Guideline](#). This includes in-classroom teaching, providing academic guidance and assistance to students in office hours, advising/mentoring undergraduate and graduate students, and supervising independent studies and thesis and dissertation work, as required. Advisers in the college's Graduate Programs Office and the Undergraduate Program and Advising Office assist students with routine tasks, including course scheduling.

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. Teaching assignments include credit-earning courses in degree and certificate programs.

The standard teaching assignment may also vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (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 department chair is responsible for making teaching assignments on an annual basis and may decline, in consultation with the dean, to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All tenure-track faculty members must contribute to the mission of education (formal and/or informal instruction) over the course of the academic year.

Typically, a (full-time) tenure-track faculty member is assigned 3 units of teaching (a unit equates to a three credit-hour class). The following circumstances lead to a decrease in the teaching assignment (with a commensurate increase in research or service responsibilities): (i) endowed chairs receive a 1 unit transfer from teaching to research; (ii) tenure-track faculty hires teach 2 units in their first year of employment; (iii) major service assignments such as an academic program director typically receive a transfer of up to 0.5 unit from teaching to service while department chairs and associate deans receive up to 2 units of such transfer; and (iv)

parental leave and university approved leaves (e.g., FPL, Special Assignment, medical leave) result in teaching workload adjustments as per Section XII.

In addition to engaging with college-wide programs (e.g., MBA, WPMBA, Executive Education, undergraduate courses), the Department of Management and Human Resources is directly responsible for the HR specialization and the IB specialization in the undergraduate program, the Master of Human Resource Management (MHRM) program, and the following specializations in the PhD in Business Administration doctoral program (PhD): Human Resource Management, International Business, Organizational Behavior, and Strategic Management and Entrepreneurship. In addition, the department administers the Fisher Leadership Initiative, which offers a university-level Dean's Leadership Academy (DLA) certificate program. The department is also directly responsible for two other university-wide minors, one in Entrepreneurship and the other in International Business.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship (research) as defined in the college'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 in line with the university's [Faculty Workload Guideline](#). Over a three-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals as well as in other appropriate venues, such as edited book chapters of similar quality and length as articles. Faculty engaged in basic or applied research can attract extramural funding and seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

Typically, a (full-time) tenure-track faculty member is assigned 4 units of research; the exception is that endowed chairs will typically be assigned 5 units of research, as previously noted.

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 in line with the university's [workload guideline](#). This will typically include service on committees both in the department and outside the unit (e.g., college, university, and profession). The service assignments 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). Activities that strengthen relationship of the department and the college with the business community are also recognized as valuable

service. These activities include active engagement with centers and teaching in (non-credit) executive education programs.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other departmental events.

Service loads should be discussed with the department chair and agreed to during annual performance and merit reviews. When service assignments are not discussed or are primarily voluntary in nature, the department chair is not obligated to modify the service load of the faculty member (reduce 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 (AMCP). The department chair should also consider this additional service burden in managing equity of service loads among faculty.

Typically, a tenure-track faculty member is assigned 1 unit of service; the enhanced service expectations of program directors, department chairs, and associate deans result in an increase in service assignments by 0.5 to 2 units, as previously noted.

Faculty Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs [Special Assignment Policy](#). The information provided below supplements this policy.

A Special Assignment (SA) will be handled in the following manner in the department. Faculty may submit a proposal to request a SA to the department chair. The department chair will consult with the department's executive committee and then make a recommendation to the dean regarding the SA proposal. Award of the SA 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. A Special Assignment may be completed on campus or away from campus. Since the faculty member is not on leave, but rather on full-time duty with the university during a Special Assignment, they are not permitted to receive compensation from another institution other than approved paid external consulting. The Special Assignment also does not change the faculty member's promotion schedule nor the annual performance evaluation standards.

B Clinical Faculty

The Department of Management and Human Resources appoints clinical faculty. Clinical faculty members are expected to contribute to the department's education and research missions. The standard workload expectations for clinical faculty members are 75-90% teaching, 0-20% research, and 10-15% service. In terms of workload units for (full-time) clinical faculty, typically, this corresponds to 6-7 units of teaching, up to 1 unit of research, and 1 unit of

service. This workload distribution reflects that clinical faculty members are expected to contribute to the university's mission via teaching, and to a lesser extent, research and service. In cases where the clinical faculty member undertakes time-intensive leadership roles, the department chair in consultation with the dean works to make appropriate workload adjustment, and these are made in the same manner as noted for tenure-track faculty. Also, as with tenure-track faculty, service loads of clinical faculty should be discussed with the department chair and agreed to during annual performance and merit reviews.

C Associated Faculty

Standard workload expectations for compensated lecturers and senior lecturers are 85-100% teaching and 0-15% service, depending on the terms of their individual appointments. In terms of workload units, this corresponds to (full-time) lecturers and senior lecturers in Fisher typically being assigned 7 units of teaching and 1 unit of service. As with tenure-track and clinical faculty, service loads of lecturers should be discussed with the department chair and agreed to during annual performance and merit reviews.

D Modification of Duties

The Department of Management and Human Resources 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 Fisher College of Business' guidelines on 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 the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [college pattern of administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

A faculty member requesting a 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."

X. COURSE OFFERINGS, TEACHING SCHEDULES, & GRADE ASSIGNMENTS

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 3335-8-16](#) will normally be cancelled and the

faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester. 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 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.

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 FCOB [Appointments, Promotion, and Tenure Document](#). Individual faculty members are responsible for documenting their contributions and preparing reports of their activities as described in that document. The chair will communicate, in writing, the substance of each faculty member's evaluation to the faculty member.

Each faculty member will be given an Individual Spending 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. 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 & ABSENCES

The University's policies with respect to leaves and absences are set forth on the [Office of Human Resources \(OHR\) Policies and Forms](#) website. The general categories for leaves are summarized below.

A. Discretionary Leave

Faculty members are expected to complete a travel request or a [request for absence form](#) well in advance of a planned absence to provide time for its consideration/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 semester is substantial. [Faculty Rule 3335-5-08](#) requires that the OAA approve any discretionary absence longer than ten consecutive business days.

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 inform the department chair 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 [Paid Time Off, OHR Policy 6.27](#).

Appropriate workload reductions on a case-by-case basis apply to a Fisher faculty member granted university leave for a significant period due to family and/or medical reasons. Such circumstance-contingent decisions will be made by the dean after consultation with the faculty member and department chair; the decisions will then be appropriately shared to ensure consistency across departments.

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 [Unpaid Leave, OHR Policy 6.45](#). A faculty member may request an unpaid leave for personal or professional reasons. Professional reasons include the opportunity to take a temporary paid position outside the university that will enhance professional development and increase the faculty member's value to the academic unit on return. A faculty member applying for unpaid leave should submit a written request for the absence as far in advance as feasible since such leaves require approval by the department chair, dean, and OAA. Among other factors, approval will be based on the ability of the department and of the college to cover the faculty member's responsibilities, and the implications of the leave on furthering the missions of the department and of the college.

D. Faculty Professional Leave

The Faculty Professional Leave (FPL) program was created to give long-serving tenured faculty a period of uninterrupted time (one to two semesters) to invest in professional development. FPL proposals generally emphasize enhancement of research skills and knowledge – see [OAA's Policy on FPL](#).

The procedure for applying for a FPL for college faculty is as follows. Faculty members should complete [OAA's Application for FPL](#). The department chair, in consultation with tenured professors, reviews the proposal and makes a recommendation to the dean. 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. The chair's recommendation should review the merits of the proposal, the potential benefits to the department and to the faculty member, and the ability of the department to accommodate the leave at the time requested. Only if the chair's recommendation is to approve, the proposal and the recommendation are forwarded to the dean or the dean designee. The dean or dean designee will evaluate these proposals using similar criteria while also accounting for college priorities and needs.

FPL requires approval from the department chair, college dean, OAA, and Board of Trustees. Given this, FPL proposals for a particular year must be submitted no later than the end of the Autumn Semester of the preceding year. Exceptions to this timing can be granted if unexpected opportunities arise. But, even in these cases, proposals should be submitted to the department chair at least three months prior to the start of the proposed leave in order to meet deadlines for subsequent approvers.

E. Parental Leave

The university and the college recognize the importance of parental leave to faculty members. The details are provided in the university's [Parental Care Guidebook](#), the Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave policy](#).

The college also provides assistance and flexibility to faculty to manage their workload during parental leave. In terms of teaching load, in the college, a faculty member (tenure-track or non-tenure-track) who is a birth mother is assigned 50% of her regular teaching load during the year of the birth. Further, given the tight mandatory tenure review deadlines, and the need for continuity in research, the teaching load for birth mothers who are tenure-track assistant professors in the Fisher College of Business is set to 1 unit in the academic year associated with the child's birth.

Department chairs will also schedule the teaching and service assignments of fathers, domestic partners, or adoptive parents in accordance with the Paid Time Off [Policy 6.27](#), and the [Family and Medical Leave policy](#) in the university; the flexibility afforded by the workload "bank" in the college can be used to structure teaching as appropriate. No reduction in the teaching load is granted to fathers, domestic partners, or adoptive parents. The dean's office, the department chair, and the faculty member will work together to schedule this teaching in a manner that is most appropriate in the circumstance. No service will be assigned during parental leave.

XIII. ADDITIONAL COMPENSATION AND OUTSIDE ACTIVITIES

Information on additional compensation is presented in [OAA's Policy on Faculty Compensation](#). Information on compensation for external consulting is presented in the university's [Policy on Outside Activities and Conflicts](#).

The college adheres to these policies in every respect. In addition, The college 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 and, where appropriate, the dean, 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 duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with 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 additionally compensated activities and external consulting combined. Individuals 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 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 him or her, such textbook or material may be required for a course by the faculty member only if (1) the 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 committee of the department or college reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

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 financial conflicts of interest is presented in the university's [Policy on Outside Activities and Conflicts](#). The college adheres to this policy. 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 through the [Office of Research Compliance](#), 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 also disclose any other conflicts of commitment 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

A faculty or staff member with grievance should discuss the issue with the department chair or supervisor who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. This section deals with grievances that have proceeded from the department level to the college level. If the grievance involves the department chair/supervisor or the department chair/supervisor is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the associate dean for faculty or the college's HR Business Partner. Complaints concerning the associate deans should be brought to the attention of the dean.

A. Salary Grievances

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

In cases that cannot be resolved at the department level, a faculty member may file a salary grievance with the dean. The College Investigations and Salary Appeals Committee (see section VII.C.3 of the college's [Pattern of Administration](#)) handles salary appeals according to procedures outlined in the OAA [Procedures and Guidelines Handbook](#), Chapter 4, Section 2. A formal salary appeal can also be filed with the Office of Faculty Affairs in the Office of Academic Affairs.

Staff members who are not satisfied with the outcome of the discussion with the supervisor and wish to pursue the matter should contact [Employee and Labor Relations](#) in the [Office of Human Resources](#).

B. Faculty and Staff Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in [Faculty Rule 3335-5-04](#). The College Investigations and Salary Appeals Committee (see section VII.C.3 of the college's [Pattern of Administration](#)) handles cases of faculty misconduct according to procedures outlined in Faculty Rule [3335-5-04\(B\)](#).

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.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in [Faculty Rule 3335-5-05](#).

D. Harassment, Discrimination, and Sexual Misconduct

The [Civil Rights Compliance Office](#) exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

- 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).
- 2 Ohio State'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

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 or the committee designated by the department for this purpose 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. See Faculty Rule [3335-8-23](#). In this case, the student is directed to the associate dean for undergraduate or graduate programs in the college, as appropriate. The associate dean, with the assistance of executive directors of the appropriate programs office, will investigate the student complaint, and provide a recommendation to the dean. 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.

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](#).