

**PATTERNS OF ADMINISTRATION
FOR THE DEPARTMENT OF OPERATIONS AND BUSINESS ANALYTICS
FISHER COLLEGE OF BUSINESS**

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INTRODUCTION

This document provides a brief description of the Department of Operations and Business Analytics 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.

DEPARTMENT MISSION

The Department of Operations and Business Analytics focuses on managerial decision-making that is relevant to service and manufacturing organizations across the globe. This focus is apparent in scholarship, teaching, and service, and is most salient in two areas (1) improving both process and systems operational performance across the supply chain, and (2) effective decision making in organizations. Our course offerings in both operations management and business analytics emphasize management issues using data-driven decision-making approaches that influence leadership decisions. Such analytical capability supports both continuous process improvement and systems improvement in service and manufacturing organizations. Our research reflects faculty expertise in the areas of managerial decision making and process and systems performance improvement that is published in highly regarded research journals. Our faculty members are known as leaders in their respective scholarly communities.

ACADEMIC RIGHTS AND RESPONSIBILITIES

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns. .

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 include tenure track and clinical faculty with compensated FTEs of at least 50% in the department.

The Department of Operations and Business Analytics makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Operations and Business Analytics has clinical faculty. Clinical faculty titles are assistant clinical professor, associate clinical professor, and clinical professor. Clinical faculty may vote on all matters of department governance except hiring, promotion, and tenure decisions for tenure track faculty. Any clinical faculty member may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

Clinical Faculty Appointment Cap

This department's appointment cap on clinical faculty in relation to the total of tenure-track and clinical is established in the [college pattern of administration](#).

Associated faculty (senior lecturers and lecturers), emeritus faculty, and faculty joint appointees with FTEs below 50% in this department may be invited to participate in discussions on non-personnel matters, but may not participate in personnel matters, including hiring, promotion, and tenure reviews, and may not vote on those matters.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this department is provided in the college's [Appointments, Promotion and Tenure Criteria and Procedures Document](#).

OVERVIEW OF DEPARTMENTAL DECISION-MAKING

Policy and program decisions are made in several ways: by the department faculty, by standing or ad hoc committees of the department, or by the chair. The nature and importance of any individual matter 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.

DEPARTMENT ADMINISTRATION

Chair

The Chairperson of Operations and Business Analytics shall be the presiding officer of the Department. In the absence of the Chairperson, the duties of the presiding officer shall be assigned by the Chair to a tenured member of the Department.

The Chairperson of Operations and Business Analytics is recommended by the Dean of the Fisher College of Business after consultation with the members of the Department. Appointment of the Chair requires the approval of the Board of Trustees. The term of appointment is for a period up to, but not exceeding, four years. Appointments may be renewed.

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 Pattern of Administration 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 promotion and tenure.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are 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 assign workload according to the department's workload guidelines (see Distribution of Faculty Duties, Responsibilities, and Workload section) policy and faculty appointment type (and rank).
- 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.
- After consultation with the eligible faculty, to recommend appointments, promotions, tenure, dismissals, and matters affecting members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rule [3335-6](#) and the college's [Appointments, Promotion and Tenure Criteria and Procedures 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 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 benefit from such assistance.
- 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.

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 exercises 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.

Committees

Much of the development and implementation of the department's policies and programs are 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.

1) Standing Committees

a) Operations Management Undergraduate Curriculum Committee

i) Purpose

The Operations Management Undergraduate Committee is responsible for curriculum development and evaluation of the undergraduate major in Operations Management / Purchasing, and other undergraduate courses in Operations Management. The Committee is also responsible for identifying the needs of the Fisher College of Business and the business world for instruction in Operations Management, responding to that need by designing the appropriate curricula, facilitating the coordination between the Department and other faculties on campus regarding instruction of operations management, recommending new and improved methods for teaching operations management.

ii) Composition

The Committee shall consist of a Chair and all faculty members of the Department teaching Operations Management undergraduate courses plus any others appointed by the Chair of the Department as deemed necessary and appropriate. The Committee Chair shall be a member of the Department teaching at least fifty percent of his/her teaching load in Operations Management undergraduate courses.

iii) Appointment

The Chair of the Department shall appoint the Committee Chair and members. The appointment of the Committee Chair shall be for one year, renewable. Appointment of the members meeting the teaching requirements each year is automatic. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Committee Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting.

b) Business Analytics Undergraduate Curriculum Committee

i) Purpose

The Business Analytics Curriculum Committee is responsible for curriculum development and evaluation of the undergraduate course offerings in business analytics and statistics. The Committee is also responsible for identifying the needs of the Fisher College of Business and the business world for instruction in business analytics, responding to that need by designing the appropriate curricula, facilitating the coordination between the Department and other faculties on campus regarding instruction in business analytics, recommending new and improved methods for teaching business analytics.

ii) Composition

The Committee shall consist of a Chair and all faculty members of the Department teaching Business Analytics courses for at least fifty percent of their teaching load, plus any others appointed by the Chair of the Department as deemed necessary and appropriate. The committee will include one faculty member whose primary teaching is from operations management. The Committee Chair shall be a member of the Department teaching at least fifty percent of his/her teaching load in business analytics.

iii) Appointment

The Chair of the Department shall appoint the Committee Chair and members. The Appointment of the Committee Chair shall be for one year, renewable. Appointment of the members meeting the teaching requirements is automatic. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Committee Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting.

c) Operations Management MBA Curriculum Committee

i) Purpose

This Committee is responsible for curriculum development and evaluation of graduate courses in Operations Management. The Committee is also responsible for identifying the needs of the Fisher College of Business and the business world for instruction in Operations Management, responding to that need by designing the appropriate curricula, facilitating the coordination between the Department with other faculties on campus regarding instruction in operations management, recommending new and improved methods for teaching operations management.

ii) Composition

The Committee shall consist of a Chair and all faculty members of the Department teaching Operations Management graduate courses plus any others appointed by the Chair of the Department as deemed necessary and appropriate. The Committee Chair shall be a member of the Department.

iii) Appointment

The Chair of the Department shall appoint the Committee Chair and members. The appointment of the Committee Chair shall be for one year, renewable. Appointment of the members meeting the teaching requirements each year is automatic. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Committee Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting.

d) Specialized Master in Business Analytics Curriculum Committee

i) Purpose

The Specialized Master in Business Analytics Curriculum Committee is responsible for curriculum development and evaluation of the graduate offerings in business analytics and statistics. The Committee is also responsible for identifying the needs of the Fisher College of Business and the business world for instruction in business analytics, responding to that need by designing the appropriate curricula, facilitating the coordination between the Department and other faculties on campus regarding instruction in business analytics, recommending new and improved methods for teaching business analytics.

ii) Composition

The Committee shall consist of a Chair and all faculty members of the Department teaching in the Specialized Master in Business Analytics program, plus any others appointed by the Chair of the Department as deemed necessary and appropriate. The committee will include one faculty member whose primary teaching is from operations management. The Committee Chair shall be a member of the Department teaching at least fifty percent of his/her teaching load in business analytics.

iii) Appointment

The Chair of the Department shall appoint the Committee Chair and members. The Appointment of the Committee Chair shall be for one year, renewable. Appointment of the members meeting the teaching requirements is automatic. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Committee Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting.

e) Specialized Master (MBOE) Curriculum Committee

i) Purpose

This Committee is responsible for curriculum development and evaluation of graduate courses in the Master in Business Operational Excellence (MBOE) program. The committee is also responsible for administrative matters regarding this program.

ii) Composition

The Committee shall consist of the Academic Program Chair and two appointed faculty members.

iii) Appointment

The Academic Program Chair is appointed by the dean in consultation with the Chair of the Department for a term of three years. The Chair of the Department shall appoint the other members for a term of one year, renewable. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Academic Program Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting.

f) Ph.D. Committee

i) Purpose

The Ph.D. Committee is responsible for curriculum development and evaluation of the Ph.D. programs in the department. The Committee oversees and coordinates curriculum, admissions, testing, and other activities for Ph.D. programs.

ii) Composition

The Committee shall consist of a Chair and all tenured or tenure track faculty members of the Department.

iii) Appointment

The Chair of the Department shall appoint the Committee Chair. The appointment of the Committee Chair shall be for a term of three years. Appointment of the members meeting the faculty criterion each year is automatic. Other appointments, if deemed necessary by the Chair of the Department, shall be for one year.

iv) Meetings

Meetings shall be held as deemed necessary by the Committee Chair, as directed by the Chair of the Department, or as directed by action of the Department when assembled in a meeting. It is expected that most meetings will be in subcommittee.

g) Executive Committee

i) Purpose

The Executive Committee is responsible for providing counsel to the Chair of the Department on administrative matters and providing advisory input to the chair on annual reviews of the department's academic program coordinator and program assistant(s).

ii) Composition

The Committee shall consist of two or more faculty appointed by the chair.

iii) Appointment

The appointments of the members are for one year and will rotate annually.

iv) Meetings

Meetings shall be held as deemed necessary by the Chair of the Department or as directed by action of the Department when assembled in a meeting.

2) Ad Hoc Committees

a) Search Committees

i) Purpose

A Search Committee shall be established whenever the need exists to fill a vacancy occurring in the Department. The Committee will be responsible for facilitating the search for candidates for such a vacancy. The Committee shall act in accordance with University Policy; the Fisher College Appointments, Promotion, and Tenure Criteria and Procedures Document; receive and circulate vitae of prospective candidates; recommend a suitable number of candidates for interview; and coordinate the on-site visits of candidates.

ii) Composition

Each Search Committee will consist of a Chair and two or more members, normally members of the Department.

iii) Appointment

The Chair of the Search Committee shall be appointed by the Chair of the Department. The members shall be appointed by the Chair of the Department in consultation with the Chair of the Search Committee. The appointments shall extend for a period necessary to carry out the charge. Prior to any search, members of all search committees must undergo the training identified in the [SHIFT](#) Framework for faculty recruitment. In addition, all employees/faculty involved in the hiring and selection process must review and acknowledge the EEO Recruitment and Selection Guidelines in the BuckeyeLearn system.

iv) Meetings

Meetings shall take place as deemed necessary by the Committee Chair or the Chair of the Department. Appropriate records as deemed necessary by university regulations shall be kept by the Chair of the Committee.

b) Promotion and Tenure Review Committee (Committee of Eligible Faculty)

i) Purpose

A Promotion and Tenure Review Committee (Committee of Eligible Faculty) shall be established whenever a member of the Department is put forward for possible promotion or must be reviewed as part of the mandatory review process for untenured faculty. The chair of the promotion and tenure review committee shall be appointed by the Chair of the Department.

ii) Composition

Each Promotion and Tenure Review Committee will consist of all faculty eligible to review and vote on a given case as specified in the Fisher College Appointments, Promotion, and Tenure Criteria and Procedures Document.

iii) Procedural Oversight

The Department Chair assigns the Procedures Oversight Designee for the purposes of promotion and tenure review.

iv) Meetings

Meetings shall be conducted as needed and in accordance with the Fisher College Appointments, Promotion, and Tenure Criteria and Procedures Document.

c) Faculty Professional Leave Committee

i) Purpose

A Faculty Professional Leave Committee shall be established whenever a member of the Department requests a Faculty Professional Leave.

ii) Composition

Each Faculty Professional Leave Committee will consist of three tenured faculty as appointed by the department chair. The department chair will appoint one member as chair of the Faculty Professional Leave Committee.

iii) Procedural Oversight

The Chairperson assigns one member as the Procedures Oversight Designee for the purposes of reviewing the Faculty Professional Leave request.

iv) Meetings

Meetings shall be conducted as needed by the committee and in accordance with the Fisher College Appointments, Promotion, and Tenure Criteria and Procedures Document.

3) Other Ad Hoc Committees

Other Ad Hoc Committees may be established as deemed necessary by the Chair of the Department or as directed by action of the Department when assembled in a meeting.

FACULTY MEETINGS

The chair will provide the faculty with a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester. 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 distribute minutes of faculty meetings to faculty by e-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 Criteria and Procedures 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 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 email 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.

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.

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 Operations and Business Analytics 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 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 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 has professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the department chair to ensure that no conflict of commitment exists. 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 consider the impact over time of the crisis. These adjustments may include modifying research expectations 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 meaningfully 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 mission, which includes both large enrollment courses and specialized offerings at the undergraduate and graduate levels. 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.

Adjustments to the standard teaching assignment may be made to reflect factors such as the development of a new course, class size, modality (e.g., online delivery), team-teaching responsibilities, and other circumstances that materially affect the preparation and delivery of

instruction. Teaching assignments include all credit-bearing courses offered 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, in consultation with the dean, may decline requests for adjustments when such requests are 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 three units of teaching per year (with one unit equating to a three credit-hour course). Under certain circumstances, the standard teaching assignment may be reduced, with a commensurate increase in expectations for research or service contributions. Such circumstances include, but are not limited to, the following:

1. Endowed chair holders receive a one-unit transfer from teaching to research.
2. Tenure-track faculty hires are assigned two teaching units in their first year of employment.
3. Major service assignments, such as serving as an academic program director, typically receive a transfer of up to 0.5 units from teaching to service, while department chairs and associate deans may receive up to a two-unit transfer.
4. Parental leave and university-approved leaves (e.g., Faculty Professional Leave, Special Assignment, or medical leave) result in teaching workload adjustments as outlined in section on Leaves & Absences.

In addition to contributing to college-wide programs (e.g., MBA, Executive Education, and Business Foundations undergraduate courses), the Department of Operations and Business Analytics has primary responsibility for the Operations Management specialization, the Purchasing Management specialization, and the Business Analytics minor in the undergraduate program, the Operations Management specialization in the Ph.D. program, and the Master in Business Operational Excellence Program, Specialized Master's in Business Analytics, as well as joint responsibility for the Specialized Master's in Supply Chain Management.

Scholarship

All tenure-track faculty members are expected to be engaged in scholarship (research) as defined in the department's [Appointments, Promotion, and Tenure Document](#). For full-time tenure-track faculty members, the standard workload expectation for scholarship is 40–50% of total effort,

consistent with the University's [Faculty Workload Guideline](#). Over a three-year rolling period, faculty who are actively engaged in scholarship are expected to publish regularly in high-quality peer-reviewed journals and as appropriate, in other scholarly outlets such as edited book chapters of comparable quality and scope.

Service

Faculty members are expected to contribute through service and outreach to the department, the University, the profession, and the community. For full-time tenure-track faculty members, the standard service workload expectation is 10–20% of total effort, consistent with the University's [Faculty Workload Guideline](#).

Service responsibilities typically include participation on committees within the department as well as in the college, university, and profession. Service assignments may be adjusted to reflect the nature of the work, such as serving as a committee chair, contributing to particularly time-intensive committees, organizing professional conferences, leading educational outreach initiatives, or holding administrative positions within the department, college, or university. Activities that strengthen the relationship of the department and the college with the business community are also recognized as valuable service, including active engagement with centers and participation 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 responsibilities should be discussed with the department chair and agreed upon as part of the annual performance and merit review process. When service assignments are not formally discussed or are undertaken on a primarily voluntary basis, the department chair is not obligated to adjust the faculty member's workload by reducing teaching or scholarly expectations. If, however, a substantial service load arises from the faculty member's unique expertise, perspective, or voice, this responsibility should be documented in the annual performance review letter, considered when allocating the faculty member's other duties, and taken into account in the Annual Merit Compensation Process (AMCP).

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 administered within the department as follows. Faculty members may submit a proposal for a Special Assignment to the Department Chair. Upon receipt, the Department Chair will consult with the department's Executive Committee and subsequently make a recommendation to the Dean regarding the proposal. Award for a Special Assignment will be based

on the quality of the proposal, its potential benefit to the Department or the University, and its potential benefit to the faculty member. Consideration will also be given to the Department's ability to accommodate the SA during the period requested. A Special Assignment may be completed either on campus or away from campus, depending on the nature and requirements of the proposed work. Faculty members on Special Assignment remain on full-time duty with the University and are not on leave. Accordingly, they are not permitted to receive compensation from another institution during the assignment, other than for approved paid external consulting in accordance with university policies. A Special Assignment does not alter the faculty member's promotion and tenure schedule, nor does it modify the standards applied in the annual performance evaluation.

Clinical Faculty

The Department of Operations and Business Analytics 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.

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.

Faculty members with tenure-track titles with appointments less than 50% FTE will have each dimension of their workload responsibility (teaching, research, service) adjusted proportionally to their appointment level. Expectations for visiting faculty members will be based on the terms of their appointment.

Modification of Duties

The Department of Operations and Business Analytics 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.

COURSE OFFERINGS, TEACHING SCHEDULES, AND 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 and in formats, including on-line instruction, most likely to meet student needs. To ensure 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 ensure 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 routes of communication, then 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.

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 department chair will discuss the departmental 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 based on 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 college's Appointments, Promotion and Tenure Criteria and Procedures Document.

LEAVES & 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](#) and Office of Human Resources [Policies and Forms website](#). The Department of Operations and Business Analytics adheres to policies established by Fisher College of Business with respect to leave of absences.

Discretionary Absence

Faculty are expected to complete a travel request or a [request for absence form](#) 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 of 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 semester is substantial. [Faculty Rule 3335-5-08](#) requires that OAA approve any discretionary absence longer than ten consecutive business days.

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 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](#).

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.

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. 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 the college to cover the faculty member's responsibilities, and the implications of the leave on furthering the missions of the department and the college.

Faculty Professional Leave

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

The procedure for applying for an FPL for college faculty is as follows. Faculty members should complete OAA's Application for Faculty Professional Leave. In addition, they should also complete any application forms required by their department's Pattern of Administration. The proposal is reviewed by the department chair, who consults with faculty as per the department's Pattern of Administration. The chair's recommendation should discuss 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 (currently the Associate Dean for Faculty and Research). The dean or the dean designee will evaluate these proposals using similar criteria while also accounting for college mission and needs.

An FPL requires approval from 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.

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.

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 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 or college. Moreover, it is university policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined.

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 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 committee of the department or college reviews and approves the use of the or material for use in the course taught by the faculty member.

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.

FINANCIAL CONFLICTS OF INTEREST

The department adheres to 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 required by university policy 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. In addition to financial conflicts of interest, faculty must also disclose any other 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 the section discussing Distribution of Faculty Duties, Responsibilities, and Workload above.

GRIEVANCE PROCEDURES

A faculty or staff member with a grievance should discuss the issue with their department chair or supervisor who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. The procedures for the review of specific types of complaints and grievances are summarized below.

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.

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](#)).

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) handles salary appeals according to procedures outlined in the OAA Policies and Procedures 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.

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) 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.

Faculty Promotion and Tenure Appeals

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

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](#).

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](#).

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 the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fair 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](#).

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.

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](#).