To: Patrick Osmer
   Dean, Graduate School

From: Raymond Noe
   Labor and Human Resource (LHR) Graduate Studies Committee Chair
   David Greenberger
   Chair, Department of Management and Human Resources

Subject: Proposed Name Change to the Master’s and Ph.D. Programs in Labor and Human Resources

Date: 10 October, 2011

The LHR Graduate Studies Committee, with support from faculty in the Department of Management and Human Resources, the Fisher College of Business Executive Committee and the faculty, have voted to recommend changing the name of our program from Labor and Human Resources to: Human Resource Management.

This is actually, what we believe, a straightforward request. Simply put, the title, Masters of Labor and Human Resources is an outdated title. It dates back about 70-80 years ago when the field was one with a greater focus upon Industrial Relations—reflecting the large percentage of the workforce that was employed in unions. We taught and trained many students to work both for unions and for unionized organizations. As such, it was of critical importance that we, at Ohio State (as well as our competitors including Cornell, Minnesota, Illinois, and Rutgers) signal our focus in the degree title (i.e., labor unions) to our customers.

The name, Labor and Human Resources, fails to recognize the shift in our field from a focus on labor relations to a focus on human resource management. The ubiquity and power of unions has ebbed a great deal for several reasons. Over the past 30-40 years businesses have migrated to “right to work” states, the US economy has shifted from traditionally heavily unionized industries (including steel and automobiles) to service-based industries and the government has changed its position toward labor unions (e.g., air traffic controllers strike under President Reagan). The title “Human Resource Management” reflects the contemporary emphasis in our field on both union and nonunion employees, yet still captures the importance of providing employees with voice and governance through collective bargaining and negotiations, as well as encompasses the shift from a reactive stance toward labor unions to the proactive and strategic management of all employees. The small number of labor union numbers (~10% of the workforce) has necessitated this change along with growing body of research on human resource management as an effective management strategy.

Department of Management and Human Resources

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We have benchmarked other similar academic programs and find that there is a slow but thoughtful change in program titles. While most still go under the banner of “labor and industrial relations”, programs in business schools like ours have started to shift to the more contemporary title, human resource management. The reason some programs continue to be “labor and industrial relations” has also to do with the fact that they are in social science colleges and provide labor education services. Our program has not had labor education services attached to it for many years, so the word “labor” is our title is misleading.

In addition to the word “labor” in our degree title, the use of “human resources” is somewhat misleading as well. Human resources is primarily used by labor economists rather than human resource management used by faculty of business schools. A good case in point is the journal “Journal of Human Resources” which focuses on labor economists rather than the broad study of employment relationships captured by human resource management.

Taking all of this together, we believe that the title, “Human Resource Management” captures most accurately both the name used in our academic field (one of our journals is titled, Human Resource Management Review, for example) and in business and the public sector. In fact, our leading professional organization is named the, “Society for Human Resource Management”.

We request permission to change the name to: Graduate Programs in Human Resource Management.
Here's the letter for CC....Feel free to circulate for approval vote or wait til I get back...Thanks!

-----Original Message-----
From: Elliot Slotnick
Sent: Friday, October 14, 2011 11:34 AM
To: Dena Myers (myers.663@gradsch.ohio-state.edu)
Cc: Scott Herness (herness.1@osu.edu); Patrick Osmer (osmer.1@gradsch.ohio-state.edu)
Subject: FW: Name change for Graduate Program in Labor and Human Resources

Dena,

Please place on CC agenda for a week from Tuesday....

Thanks,

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-----Original Message-----
From: Patrick Osmer
Sent: Friday, October 14, 2011 11:26 AM
To: Elliot Slotnick (slotnick.1@gradsch.ohio-state.edu)
Cc: Scott Herness (herness.1@osu.edu)
Subject: FW: Name change for Graduate Program in Labor and Human Resources

Here's the full message with attachment, Pat

-----Original Message-----
From: Greenberger, David [mailto:greenberger_1@fisher.osu.edu]
Sent: Tuesday, October 11, 2011 11:09 AM
To: Patrick Osmer; Mangum, Stephen; Wruck, Karen; Noe, Raymond
Cc: Schnitzer, Samantha
Subject: Name change for Graduate Program in Labor and Human Resources

Pat

Ray Noe (the Grad Studies Committee Chair) and I are attaching a proposal to change the name of our Graduate Program from Labor and Human Resources to: Human Resource Management.

As we describe, the role of unions has change considerably over the years and as a result, the focus of our program has been altered. The term Human Resource Management is widely used now in our field and as such, will convey the true nature of our program to both the academic and business communities.

The name change has been approved throughout the Fisher College (as discussed) and as such, we believe the next step is to run it through your office.

Thank you and do not hesitate to contact me if I can answer any questions.

Best

David
David B. Greenberger
Chair, Department of Management and Human Resources Fisher College of Business The Ohio State University
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1.614.292.5291
Graduate Council Members Present:
Lynley Anderman, Enrico Bonello, Elizabeth Davis, Vijay Gadepally, Ben Givens, Sneha Gupta, Thomas Hammer, Bernadette Minton, Margaret Newell (chair), Jeff Parvin, Robert Perry, Roberto Rojas, Mike Vasey

Graduate School Staff Present: Scott Herness, Patrick Osmer, Ann Salimbene, Elliot Slotnick, Kathleen Wallace, Susan Reeser (recorder)

A. Approval of Minutes
- Professor Newell called the meeting to order and asked for a review of the minutes from the October 17, 2011, Graduate Council meeting. The minutes were approved as submitted.

B. Business
1) Semester Conversion
   Associate Dean Slotnick reported that after the December 7 Council on Academic Affairs (CAA) meeting, all graduate program semester conversion reviews will have been completed with the exception of those from the College of Education. He also said that after his retirement Professor Scott Herness (associate dean elect) will continue to serve on the all associate dean committee that was begun during semester conversion.

2) Graduate advising
   Vijay Gadepally, president, Council of Graduate Students (CGS), gave an update on the ad hoc committee (Enrico Bonello, Elizabeth Davis, Vijay Gadepally, Ben Givens, Ann Salimbene, Ally Fry, chair of the CGS Academic Relations Committee) that is looking at graduate advising practices at Ohio State. The goal of the committee is to develop a report of best practices that can help faculty and graduate students develop successful working relationships and find solutions to problematic situations. Vijay said he hoped programs will have their own discussions about these issues and asked for suggestions on how to get students and faculty involved.

   Dean Osmer stressed the importance of finding a well-defined, non-bureaucratic procedure with useful guidelines that can be helpful to students and faculty. Council acknowledged that one set of best practices may not work for all programs and that each program may choose to have their own model. Council agreed that annual written performance reviews can be beneficial to students and that a co-advisor approach has many benefits. Vijay asked Council members to send him or Ally Fry (fry.228) further comments and ideas.

C. Announcements – Dean Pat Osmer
- Dean Osmer reported that the launching of the Environmental Sciences Network (ESN) and the Life Sciences Network (LSN) has gone very well and that the LSN has completed its move into their new office space in Graves Hall. ESN is still reviewing space options. Dean Osmer said the LSN has the support of the Integrated Biomedical Sciences Graduate Program (IBGP) and the Interdisciplinary Graduate Programs (IGPs) and will benefit from
the consolidation of staffing resources ultimately, increasing its visibility within and outside the university.

- Dean Osmer said there is tremendous interest among Ph.D. students in exploring non-academic career options as was witnessed during the October 17 presentation by Dr. Paula Chambers, founder of The Versatile PhD (www.versatilephd.com). He said that Dr. Chambers’s presentation informed students and faculty about available career options, and ways in which students can prepare for placement. He said that the Graduate School’s role is to provide guidance, financial support for resources like the VPhD and be a part of graduate advising. Dean Osmer said that there is resistance in some programs to this initiative but that engineering and agriculture already have programs in process and that students can improve their career opportunities by developing improved writing and speaking skills.

- Dean Osmer said that he is in discussions with a faculty member to assist the Graduate School during winter quarter in initiating a dialog on campus about future directions for doctoral education at Ohio State. Discussion of this topic was first mentioned in a blog posting from Dean Osmer to graduate faculty last May (http://www.gradsch.ohio-state.edu/doctoral-education-at-ohio-state.html). The plan is to identify graduate faculty and programs who would like to pursue these topics and begin planning future directions for their own programs. Some questions being pursued are:
  - What are the goals for doctoral education and doctoral programs at Ohio State for the 21st century?
  - What techniques and methodologies appropriate for 21st century work should our students learn?
  - How can we help them acquire the appropriate intellectual and research breadth to address important topics and problems for the 21st century?
  - How should we best prepare students for future academic careers?
  - How should we best prepare students for careers in government, business, non-profits, etc.?

- Dean Osmer reported that the Graduate School held a meeting on November 22 with several programs that have expressed interest in developing potential professionally oriented master’s degree programs which include Professional Science Master’s (PSM) degree programs at Ohio State. He said that professional master’s degrees (terminal degrees) are the fastest growing segment of graduate education and are the reason the Graduate School became a member of the National Professional Science Master’s Association (NPSMA). Dean Osmer said that a top level goal is to develop a standardized approach to formatting, branding, and funding PSM programs. The Graduate School is working with several graduate programs to help develop both professionally oriented master’s and PSM degrees. Four new degree programs are presently in the review process and will be approved by the end of the year. Professor Herness said that industry really likes the PSM degree because it provides students with the extra skills needed in the workplace. Dean Osmer said that the Fisher College of Business has agreed to provide assistance in developing professionally oriented master’s and PSMs.

- Professor Rojas said that the College of Engineering is preparing a PSM program with the Fisher College of Business. He also said that the university needs to develop certificate programs and on-line course delivery modes that are cost-effective for programs.
• Professor Newell asked how humanities can fit into the professionally oriented master’s model. Dean Osmer said that professionally oriented master’s programs can go beyond the sciences and that there is a clear demand for these programs. He asked Council to send him descriptions and ideas about new program models for follow-up and further discussion.

• Vijay reported that the Council of Graduate Students will implement a funding competition for travel abroad funds in January/February. All disciplines will be eligible to apply. Details will be available soon.

• The annual Edward F. Hayes Research Forum will be held on Friday, February 24, 2012. Vijay asked Council members to let him know if they would be willing to serve as faculty judges at the Forum.

• Professor Rojas asked if Council could review the Graduate School’s policy of requiring that the master’s exam be 4-hours in length, and if this requirement will be continued in semesters. Associate Dean Slotnick and Profess Herness agreed to review the policy for discussion at the next meeting.

D. Graduate Council Curriculum Committee Reports and Actions
   — Enrico Bonello, Liaison

   **Curriculum Committee Proposals**
   1. Proposal to change the name of the School of Allied Medical Professions to the School of Health and Rehabilitation Sciences

   2. Proposal to change the name of the Master’s and Ph.D. programs in Labor and Human Resources (LHR) in the Fisher College of Business to Human Resources Management

   ➢ Professor Bonello explained the reason and rational for each of the program name changes and answered questions from Council members. Both proposals were approved by Graduate Council. The proposals will be forwarded to the Council on Academic Affairs for further processing.

Professor Newell adjourned the meeting at 4:52 p.m.