Organizational Studies Leadership Committee
Governance Guidelines
Effective October 15, 2023

Introduction

The undergraduate study of organizations at the University was driven and continues to be guided by student initiative, ambition and creativity. Before the Organizational Studies (OS) program was created, students within the College of Literature, Science and the Arts (LSA) could pursue the study of organizations through an independent concentration pathway (ICP), which allowed students to design their own major. University records indicate that the first ICP in Organizational Studies was awarded in 1989. During the 1990s students choosing the ICP in Organizational Studies grew from a handful to over 80 degrees annually. Students even founded an Organizational Studies student association and created a website to establish a small community.

As the ICP Organizational Studies degree became one of the six largest majors in LSA, the LSA dean's office initiated the process of creating a formal OS program in 2001, which students played an integral role in establishing. Founding director Rick Price helped establish the broad structure of the program, which remains in place to the present. As faculty were gradually hired and new generations of students passed through, OS maintained its strong academic core linked to a flexible and individualized curriculum, while also sustaining the unique organizational culture that grows out of a cohort model in which majors take multiple classes together and get to know each other inside the classroom and beyond.

From 2001 to 2017, OS was supported by a Leadership Committee (the OSLC) made up of LSA alumni who were committed to the program. Primarily composed of businesspeople and philanthropists, the Leadership Committee provided financial support that continues to sustain the program. As the original OSLC came to the end of its life cycle, its members proposed it be reconstituted as a group led by OS alumni, many of whom were now well-established in their own careers. Reformulating this new OS-alumni-led Leadership Committee is the project we have now taken up.
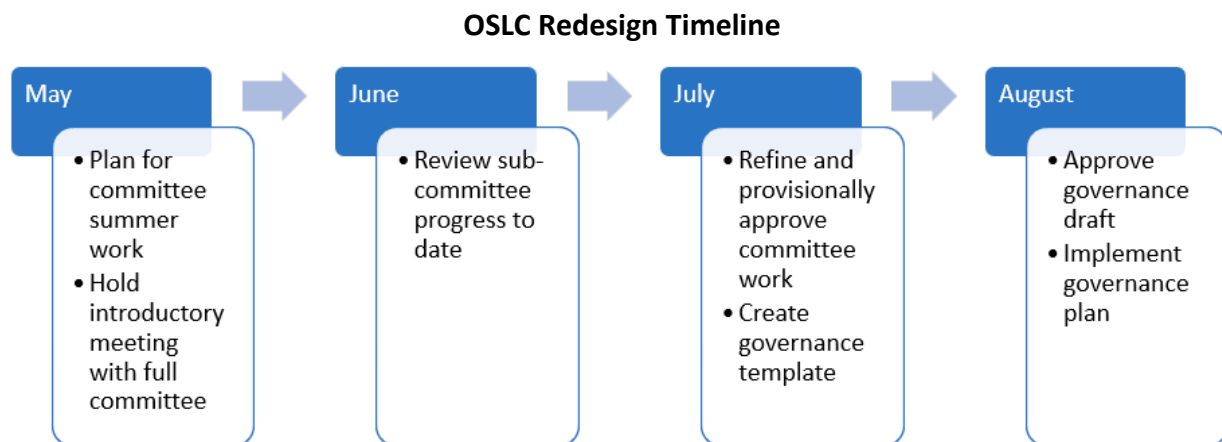
Where is OS now? The program is in high demand: in the years 2018-2023 applications have ranged from 162 to 193, yielding an admitted cohort size of 50 students. It is made up of committed faculty/staff, has created a community it provides to students within such a large university, uses an interdisciplinary format and channels students into great careers. But there are challenges: the need to stabilize faculty and hold dedicated faculty that are focused on organizational studies, meet funding challenges to maintain student programs, strategically

map how to best grow the program and consider if there are ways to grow the program but maintain the smaller cohorts.

This group was formed to frame the new OSLC and how it is organized. The goal is to document a plan to move forward with a new OSLC, including membership, activities and goals for the first operating year that serve the purpose of connecting the OS community with its alumni, OS alumni with OS students, and enriching the experience of OS students.

The redesign effort began in spring 2023 with a handpicked group of eight alumni from a variety of graduation years and career industries, and a loose framework to guide the group's efforts. Alumni gathered into two sub-groups, with one focusing on the size and composition of the future OSLC, and the other discussing the activities that the OSLC could focus on in the first years. After meetings in May, June and July, the committee recommended the OSLC master plan proposed below. This document serves as a governance handbook 1.0 to facilitate discussion about the proposed model. The proposed redesign timeline is outlined below.

OSLC Redesign Timeline

May	June	July	August
• Plan for committee summer work • Hold introductory meeting with full committee	• Review sub-committee progress to date	• Refine and provisionally approve committee work • Create governance template	• Approve governance draft • Implement governance plan

Organizational Studies Leadership Committee Overview

The purpose of the Organizational Studies Leadership Committee is to consult with the Organizational Studies Faculty and Administration on major program decisions, oversee and support program fundraising to enhance the program's quality and reach, and participate in initiatives that expand learning opportunities for OS students.

- An OSLC Member does not need to meet a minimum donation requirement in order to participate.
- An OSLC member should be prepared to give their time, talent/expertise, and/or financial resources at a level that is personally significant to them.

- An OSLC member should be passionate about contributing to the student experience and paying it forward

Committee Structure
1. A minimum of eight members and a maximum of ten external members
   a. One of these external members should be the Chair of the Committee that partners closely with the Program Director.
   b. The Chair will be approved by a majority vote of the OSLC.

2. The OS Program Director and Chief Administrator will be standing members of the OSLC. Other OS Faculty and Staff will be invited to attend the Annual Meeting and provide solicited feedback from the OSLC as needed.

3. Between one and three OS Student Representatives will be invited to be OSLC members after their junior years are complete and can serve flexible one or two-year terms. The OSLC and OS Staff have the ability to appoint new Student Representatives if needed.

4. The minimum term length for an OSLC member is two years, with the option to renew for one additional term maximum. A term is defined as the 12-month period from July 1 to June 30. During the initial OSLC selection process, OSLC members will be nominated as one or two-year members to begin the staggered membership terms.

OSLC Selection Process
The Organizational Studies program will coordinate the application process and the initial OSLC recruitment using the following process:

- OS Staff will ask for self-nominations in three ways: 1) Through the annual spring alumni email that solicits newsletter content 2) As a question within the triennial alumni survey and 3) Via permanent stand-alone verbiage within the OS website.
- OS Staff will nominate student representatives and can nominate external OSLC members with the nominee's previous approval.
- In the spring, OS Staff plus up to two members of the OSLC and the Chair will meet to review the pool of nominations and select OSLC candidates.
- Once the application process and review has been completed, the Organizational Studies Faculty & Administration can provide their recommendations to the OSLC for final vote / review / approval.

Once the OSLC is staffed, OSLC members and OS Staff will review the recruitment process and make updates as needed to facilitate efficient, streamlined recruiting.

Selection Criteria (for external members)

Per the [OS Statement in Support of a Diverse and Just Community](#), our selection criteria reflects our values, as diversity makes our unit stronger in its scholarship, teaching, and service to the campus and communities beyond.

- There is no minimum donation requirement.
- At least 50% of the external members should be ICP or OS Alumni.
- At least 80% of the external members should be University of Michigan Alumni.
- The external members should be a diverse representation of the OS community and alumni; dimensions include but are not limited to the following:
  - Gender
  - Race / Ethnicity
  - Age / Graduation Year
  - Socioeconomic Status
  - Industry
  - Background / Experience / Career Choice

Meeting Frequency
- The OSLC will formally meet once per quarter; it is recommended that at least one of those meetings provides the optional opportunity to participate in-person. The in-person meeting will be initially designated as the Annual Meeting, where OS Staff, Educators, LSA representatives and invited guests will review the state of the program.
- Any travel associated with OSLC members would be a personal expense.

Meeting Structure
- The OSLC Chair and Program Director must be present for all meetings and will be responsible for co-leading the meeting and identifying agenda items.
- The recommended length of each formal OSLC meeting is no more than two hours.
- A designated note-taker and timekeeper are required at each meeting.

Requirements of Members
All top ranked programs require talented faculty, great students, and the resources to acquire both. OSLC members are the cornerstone of a winning program. To maximize the effectiveness of the OSLC, members must be willing to:

- Serve a two-year term on the OSLC.
- Attend at least three out of four meetings each calendar year, with four being strongly encouraged.
- Promote fundraising opportunities for the OS Program when requested or support OS through a named gift.
- Provide at least one service activity for OS students: give a talk in an OS class or similar setting, mentor a student, sponsor a workshop, offer an internship, provide an

internship-for-a-day experience, provide an employment opportunity or another opportunity designed solely or in collaboration with another committee member.

- Participate in at least one OSLC working committee, including relevant meetings and working time.
- The Chair will be responsible for monitoring that all OSLC members are meeting the above requirements.

OSLC Working Committees
Working committees Definition
Working committees will be the action-oriented small groups that exist within the OSLC.

Working committee Purpose
To enable smaller teams within the OSLC to set goals and take targeted action around specific priorities* that align to the overall focus of the OSLC.

Recommended working committee Operations
- Each working committee should have a Chair to coordinate the meetings and communication.
- Every OSLC member will be required to join at least one working committee.
- Each working committee should request OS student input whenever possible and appropriate.
- Working committees should have at least one tangible goal for the year that is set by the end of Q1 each year and shared with the entire OSLC.
- Working committee meeting structure and cadence should be determined by the working committee members in alignment with the work they will be doing.
- Depending on the activities of the OSLC, certain working committees may be more active in some years than others.
- Working committees should be reviewed annually by the chair and key OS staff to confirm they are in line with the priorities of the OS program. Additional working committees may be added or existing working committees changed at this time.

*Additional recommendations for potential focus areas for **working committee**s and potential priorities for the OSLC in Year One are included in Appendix A.*

APPENDIX A- WORKING COMMITTEE RECOMMENDATIONS:

The following are recommendations to consider as the OSLC determines the topics, structures, priorities, and goals for the OSLC Working Committees.

Overall Recommendations for Year One Working Committees
- Focus on existing data analysis- financial data, student feedback data, and stakeholder data.
- Determine what additional data is needed before the OSLC working committees define prioritized areas of impact and goals.
- Potentially spend Year One creating systems to obtain that data and/or actually obtaining that additional data.
- Since this data analysis work will likely overlap across working committee focus areas, the OSLC might want to simply organize around needed roles for the data analysis and wait to use the full working committee structure until Year Two or Year Three.
- Structure deliverables and recommendations so that additional initiatives deemed necessary by the OSLC will be owned by the OSLC with support from OS Staff where necessary.

Recommended OSLC Working Committees Focus Areas
- Student Experience
- Stakeholder Engagement
- Fund Development

Working Committee Focus: Student Experience
Purpose: Create and support opportunities that enhance the program experience for current Organizational Studies students.

Potential Areas of Impact:
- Coordinating experiences that help current students see what an OS degree can do for them in the future.
- Providing unique experiences for career exploration.
- Building out networking and training opportunities for current OS students.
- Supporting the OS program in consistently and sustainably obtaining accurate, relevant, and helpful feedback data from students throughout their student experience.

Recommendations for Year One:
- Focus on analysis of current student data.
- Determine what data might be missing or where the feedback structures for current students could be strengthened and provide support in enhancing that feedback process.
- Check for alignment between impactful student experiences and funding needs that the OSLC could help meet.

- Establish goals for future years (e.g., identify specific networking opps, establish specific feedback loops and goals for early, mid, late program OS students).

Working Committee Focus: Stakeholder Engagement
Purpose: Foster strengthened relationships and increased engagement with OS stakeholders including program alumni, potential employers, local community, and other university and community stakeholders.

Potential Areas of Impact:
- Supporting the OS program in consistently and sustainably obtaining accurate, relevant, and helpful feedback data from program alumni, faculty, and staff.
- Helping the program remain relevant through landscape research and connections/ partnerships with other programs and similar programs at other universities.
- Creating or supporting engagement opportunities with prioritized community partners.
- Cultivating connections with LSA and University partners.

Recommendations for Year One:
- If this working committee is a focus area in Year One, we would recommend this working committee begin with a focus on OS Alumni- since that is a group the OSLC should have a great deal of connection with based on the OSLC membership. Designing the feedback loops for OS Alumni could be a strong initial goal for this working committee to tackle.

Working Committee Focus: Fund Development
Purpose: Cultivate increased financial resources for the prioritized needs of the Organizational Studies program.

Potential Areas of Impact:
- Raising dollars to support specific projects or fundraising goals within the OS program.
- Supporting the OS program to establish alumni fundraising strategies or processes (e.g. determining frequency and purpose of fundraising, deciding modes of communication, establishing audiences, defining outreach touchpoints, innovating to test new fundraising methods, etc.)
- Performing cultivation and stewardship of donors for the OS program.
- Focusing on building out the fundraising strategy for a particular prioritized audience (e.g. lapsed donors, new donors, fund-specific donors, etc.).

Recommendations for Year One:
- Focus on analysis of the current financial reports for the OS program.
- Determine where additional fund development support could best fit the needs of the program in the next 3-5 years (For example: Is there a particular high-priority fund that is currently being spent down without being replaced? Could the OSLC do fundraising work to bring in financial resources for that particular fund?)

- Set a specific and realistic fund development goal and purpose for the OSLC that is in alignment with those prioritized program needs.