



## University Senate TRANSMITTAL FORM

<b>Senate Document #:</b>	14-15-37
<b>Title:</b>	Revisions to the Smith School of Business (BMGT) Plan of Organization
<b>Presenter:</b>	Jess Jacobson, Chair, Senate Elections, Representation, & Governance (ERG) Committee
<b>Date of SEC Review:</b>	April 19, 2016
<b>Date of Senate Review:</b>	April 28, 2016
<b>Voting (highlight one):</b>	<ol style="list-style-type: none"> <li>1. On resolutions or recommendations one by one, or</li> <li>2. In a single vote</li> <li>3. To endorse entire report</li> </ol>
<b>Statement of Issue:</b>	<p>The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in Article 11 of the University of Maryland Plan of Organization for Shared Governance. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, &amp; Governance (ERG) Committee is the standing committee responsible for conducting these reviews. Any Plan of Organization under review that is determined not to be in compliance with Article 11 of the University of Maryland Plan of Organization for Shared Governance is returned to the College or School for revision. The Robert H. Smith School of Business (BMGT) submitted its revised Plan of Organization to the University Senate for review in January 2015.</p>
<b>Relevant Policy # &amp; URL:</b>	<a href="http://www.senate.umd.edu/governingdocs/2015Bylaws.pdf">http://www.senate.umd.edu/governingdocs/2015Bylaws.pdf</a>
<b>Recommendation:</b>	The ERG Committee recommends that the Senate approve the revised Plan of Organization of the Robert H. Smith School of Business (BMGT).

<p><b>Committee Work:</b></p>	<p>The ERG Committee began its review of the BMGT Plan of Organization in January 2015. The BMGT Plan was last approved by the Senate and President in 1995. The ERG Committee reviewed the Plan at its meetings on February 18, 2015, and March 12, 2015. The ERG Committee compiled its comments and returned them to the School in early April 2015 and invited representatives to a meeting to discuss the committee's remaining concerns. The committee met with representatives on April 24, 2015 and discussed various concerns. After discussion, representatives from the Smith School agreed to consider revisions and follow up with the ERG Committee via email.</p> <p>In fall 2015, representatives from BMGT met with the ERG Committee Chair, Committee Coordinator, and Senate Director to discuss the revisions to the Plan, and sent a revised version to the ERG Committee in December 2015. The ERG Committee reviewed the revised Plan at its January 29, 2016 meeting. The ERG Committee had a number of remaining concerns and returned them to the School in early February 2016. In late February 2016, BMGT provided a response which was discussed at the March 2, 2016 meeting. The ERG Committee asked BMGT to reconsider a few areas of the Plan. After reviewing additional information and revisions, the ERG Committee voted to approve the Plan at its March 24, 2016 meeting contingent upon one amendment being accepted by BMGT.</p> <p>During the final months of work by the ERG Committee on reviewing the BMGT Plan, the Faculty Affairs Committee (FAC) began conducting its review of the APT section of the Plan, which is a required component of all reviews of Plans of Organization. After initial work conducted by a subcommittee and communication on revisions with BMGT, the full FAC reviewed a revised APT section at its meeting on April 15, 2016. The committee found that the revised APT section was in compliance with University policy, and unanimously voted to approve it.</p>
<p><b>Alternatives:</b></p>	<p>The Senate could reject the revised BMGT Plan of Organization. BMGT would then remain bound by its existing Plan of Organization until a new revised version is presented for Senate approval.</p>
<p><b>Risks:</b></p>	<p>There are no associated risks.</p>
<p><b>Financial Implications:</b></p>	<p>There are no financial implications.</p>
<p><b>Further Approvals Required:</b></p>	<p>Senate approval, Presidential approval.</p>

# **Senate Elections, Representation, & Governance Committee**

## **Report on Senate Document # 14-15-37**

### **Revisions to the Smith School of Business (BMGT) Plan of Organization**

**April 2016**

#### **2015-2016 ERG Committee Members**

Jess Jacobson, Chair  
Kathleen Denz, Ex-Officio VP IRPA Rep  
Deidra Adams, Ex-Officio Director of Human Resources Rep  
Alice Altstatt, Faculty  
Virginia Brown, Faculty  
Toby Egan, Faculty  
Charles Fenster, Faculty  
Andrew Horbal, Faculty  
Anne Raugh, Faculty  
Holly Rollins, Exempt Staff  
Cliffornia Royals Pryor, Non-Exempt Staff  
Kevin Fitzgerald, Graduate Student  
Kimberley Hannah, Graduate Student  
Sudeep Roy Choudhury, Undergraduate Student  
Leslie Joy, Undergraduate Student

## **BACKGROUND**

The University of Maryland Plan of Organization for Shared Governance (the University Plan) mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in Article 11 of the University Plan. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, & Governance (ERG) Committee is the standing committee responsible for conducting these reviews. Any Plan of Organization under review that is determined not to be in compliance with Article 11 of the University of Maryland Plan of Organization for Shared Governance is returned to the College or School for revision.

The Smith School of Business (BMGT) submitted its revised Plan of Organization to the University Senate for review in 2015.

## **COMMITTEE WORK**

The ERG Committee began discussions related to the Smith School (BMGT) Plan of Organization during the 2013-2014 academic year. In September 2013, the Senate Office contacted BMGT to remind the School that its Plan of Organization was in need of revision, since the BMGT Plan had not been approved since 1995 and the University Plan requires a ten-year review cycle. BMGT began moving forward on reviewing its Plan, forming a committee to conduct the revision. The chair of the ERG Committee and the committee coordinator met with the BMGT committee to answer questions related to the review process for Plans, and the ERG Committee provided guidance as needed throughout the academic year.

In the spring of 2014, the School asked for clarification on the guidelines under which its Plan must be reviewed. The Plan of Organization for the School was last approved by the Senate and President in 1995; however, BMGT had been operating under later versions of the Plan that were approved by the School Assembly but not approved by the Senate and President. The University Plan states that the version most recently approved by the Senate and the President will be in effect until the President approves a revised Plan, so BMGT agreed to conduct its revisions under the guidelines of the 1995 Plan. However, BMGT raised concerns because the 1995 Plan states that amendments should be sent to the School Assembly, the membership of which has changed considerably since 1995. BMGT asked whether it should reconstitute an Assembly that mirrors the membership laid out in the 1995 Plan (which did not include representation of professional track [PTK] faculty), or whether amendments may be sent to the current Assembly for approval. After much discussion, the ERG Committee agreed that BMGT should be allowed to send amendments to the current Assembly for review. After the committee relayed its guidance, the School received some concerns from its T/TT faculty. A compromise was reached within the School, whereby the School agreed that for voting on the revisions to the Plan, all members of the current Assembly can vote, but for a motion to pass, it must have a majority of all votes as well as a majority of all votes cast by T/TT faculty, so as to ensure that the guidelines of the 1995 Plan are being met.

In January 2015, BMGT submitted a revised Plan to the ERG Committee for review, along with a few amendments to the Plan discussed by the School that were not approved by the School Assembly. The ERG Committee reviewed the Plan at its meetings on February 18, 2015, and March 12, 2015. The committee highlighted concerns related to faculty constituencies within the Smith School, the overlapping functions of School committees, and the difference between administrative and shared governance bodies, among other issues.

The ERG Committee compiled its comments and returned them to the School in early April 2015 and invited representatives to a meeting to discuss the committee's remaining concerns. The committee met with representatives on April 24, 2015, and discussed various concerns. Representatives mentioned

mechanisms the School uses to get feedback from students and staff, and the ERG Committee recommended describing such mechanisms in the Plan. The ERG Committee also explained why it would prefer to see inclusion of students and staff on Smith School committees. Much of the meeting was also spent discussing the voting privileges of the faculty constituencies. Representatives from the School explained the intent of many mechanisms in the Plan, to allow all faculty to have a voice in deliberations but to also give tenured and tenure-track faculty a larger voice in decision making. The ERG Committee discussed other mechanisms BMGT could explore for reaching those goals in a potentially less complex and controversial manner. After discussion, representatives from the Smith School agreed to consider revisions and follow up with the ERG Committee via email.

In fall 2015, representatives from BMGT met with the ERG Committee Chair, the committee coordinator, and the Director of the Senate to discuss developments in BMGT's review process, and BMGT sent a revised version to the ERG Committee in December 2015. The ERG Committee reviewed the revised Plan at its January 29, 2016 meeting and discussed issues related to the titles used in the School, review committees, staff membership on the School Assembly, PTK faculty representation in the Faculty Committee, the evaluation and promotion of PTK faculty, election of the Faculty Council, stipulations related to committee chairs, membership selection of the Staff Advisory Committee, student representation on program committees, and provisions in the BMGT Plan that were potentially inconsistent with the University of Maryland Plan of Organization for Shared Governance. The ERG Committee compiled its comments and returned them to the School in early February 2016.

In late February, BMGT provided a response to the comments sent by the ERG Committee. The response was discussed at the March 2, 2016 ERG Committee meeting where committee members continued to raise concerns with BMGT's response on the issues of election procedures, PTK faculty representation, staff representation, and the membership of the Plan review committee. The ERG Committee asked BMGT to reconsider four issues that the committee had raised in a prior response to BMGT. The chair and coordinator spoke with representatives from BMGT in mid-March 2016 and BMGT sent further revisions which the ERG Committee considered at its March 24, 2016 meeting. After discussion on the latest revisions, the ERG Committee voted to approve the Plan at its March 24, 2016 meeting, contingent upon one amendment to the section on elections for Faculty Council being accepted by BMGT.

During the final months of work by the ERG Committee on reviewing the BMGT Plan, the Faculty Affairs Committee (FAC) began conducting its review of the APT section of the Plan, which is a required component of all reviews of Plans of Organization. The FAC assigned the section to a subcommittee, which delivered an assessment to the committee chair and Associate Provost for Faculty Affairs. After working with the subcommittee to identify the substantive issues to be addressed in the APT section, the Associate Provost acted as a liaison between the FAC and BMGT to discuss potential revisions to the APT section, and BMGT presented a revised APT section to the FAC for review. The FAC reviewed the section at its meeting on April 15, 2016. The committee found that the revised APT section was in compliance with University policy, and unanimously voted to approve the revised APT section.

## **RECOMMENDATIONS**

The ERG Committee recommends that the revised Plan of Organization for the Robert H. Smith School of Business be approved.

## **APPENDICES**

Appendix 1 – 1995 BMGT Plan of Organization

***ROBERT H. SMITH SCHOOL OF BUSINESS  
UNIVERSITY OF MARYLAND***

***PLAN OF ORGANIZATION***

April 2016

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**ROBERT H. SMITH SCHOOL OF BUSINESS  
UNIVERSITY OF MARYLAND**

**PLAN OF ORGANIZATION**

**April 2016**

**I. NAME AND MISSION**

Name: The name of the unit shall be “The Robert H. Smith School of Business” of the University of Maryland, College Park, hereinafter referred to as the “School”.

Mission: The Smith School's mission is to create knowledge, promote a learning environment that fosters intellectual discovery, and equip current and future leaders to assess complex problems and deliver innovative solutions.

**II. PURPOSE**

The purpose of this plan is to establish a framework for shared governance of the School so as to provide for the orderly and effective discharge of the School’s mission. The plan advances the School’s mission within its strong and enduring commitment to shared governance, which ensures that all members of the School community (see Article III) join in shaping the School and its future. The plan is created to be consistent with the policies, procedures, and regulations of the University of Maryland, College Park. However, should there be discrepancies between these and the provisions of this plan, University statutes shall take precedence.

**III. MEMBERS OF THE SCHOOL COMMUNITY**

A. **Faculty:** “Faculty” of the School consist of the following categories.

1. Tenured and Tenure Track Faculty: All tenured and tenure-track faculty whose tenure home is the Smith School.
2. Professional Track Faculty: The term professional track faculty is used in this plan to refer to salaried full-time non-tenure track faculty members of the School. Faculty in these ranks (1) have salaried appointments of 50% FTE or greater and (2) are neither tenured nor eligible for tenure. The list of professional track faculty ranks that may be used at the Smith School are as specified in the bylaws.
3. Adjunct Faculty: The term adjunct faculty is used in this plan to refer to non-tenure track faculty members of the School who are either: (1) compensated on a course by-course basis, (2) or on salaried appointments at less than 50%.



4. Emeritus Faculty: Faculty who have retired from the Smith School and have been granted emeritus status by the University.
5. Other Faculty: Individuals with faculty titles as defined by the University who do not fall into one of the above four categories.

The term “full-time faculty” will be used in the plan to refer to faculty defined in Articles III.A.1 and III.A.2.

- B. **Staff:** “Staff“ includes all administrative personnel, holding full time or part time of 50% or greater appointments to professional and support positions, and who do not otherwise hold teaching or research appointments and are not students. Staff does not include hourly employees or graduate assistants. Staff are classified as either “exempt” or “non-exempt” based on applicable University procedures.
- C. **Students:** “Students” shall include all students who are enrolled in the School's academic Programs and are candidates for a degree or certificate. Student status as part-time or full-time is as determined by the registrar of the University.

#### IV. ADMINISTRATIVE STRUCTURE

##### A. Dean

1. **Selection:** The Dean is appointed by authority of the President of the University of Maryland, upon recommendation of the Provost, following a search involving substantial participation of the School faculty, staff, and students. The School encourages the Provost to ensure that a majority of search committee members shall be tenured and tenure-track faculty. The Dean shall be appointed to the rank of Tenured Full Professor at the School, subject to University Appointment, Promotion, and Tenure procedures.
2. **Duties and responsibilities:** The Dean is the Chief Academic and Administrative Officer of the School. The Dean exercises those functions delegated to him/her by the President and Provost. The Dean has overall responsibility for the School's budget, academic affairs, programs, research, operations, and personnel matters.
3. **Review:** Review of the Dean is governed by the University of Maryland, College Park Policies. It states “The Dean shall serve for a fixed term of no longer than five years, be reviewed at regularly designated intervals by a committee appointed by the Senior Vice President for Academic Affairs & Provost, and be eligible for reappointment following the review.”

##### B. Senior Associate Dean for Faculty

1. **Selection** The Senior Associate Dean for Faculty reports directly to the Dean. The Dean selects the Senior Associate Dean for Faculty from amongst the tenured full professors of the School.

2. **Duties and responsibilities:** The responsibilities of the Senior Associate Dean for Faculty include faculty personnel matters including Appointments, Promotion, and Tenure; and Merit Review. More broadly the Senior Associate Dean for Faculty should promote and represent School Faculty within the School and on campus and should work with the Dean on strategic initiatives related to faculty. Other responsibilities may be assigned to the Senior Associate Dean for Faculty at the discretion of the Dean. After the Dean, the Senior Associate Dean for Faculty is the highest ranked administrator within the School. In the event that the Dean is unable to perform his/her duties, the Senior Associate Dean will serve as Interim Dean until the Provost makes alternate arrangements.
3. **Review:** The Senior Associate Dean for Faculty shall be appointed to a fixed term of no longer than three years. The Senior Associate Dean for Faculty is eligible for reappointment after a formal review. The Senior Associate Dean for Faculty should be formally reviewed in the final year of each appointment term, by a committee of three Tenured Faculty Members elected by the Faculty Committee (see Article VI.A). The purpose of the review is to evaluate how well the Senior Associate Dean for Faculty is fulfilling his/her leadership and administrative responsibilities, to provide constructive recommendations for improving his/her success, and to provide a basis for a reappointment decision. The review must allow for input from all School Assembly members (see Article V). The Review Committee should provide a report to the Dean discussing its findings and recommendations with the Dean.

C. **Areas:** Faculty in the School are organized into academic areas. As of April 15, 2016, the areas were:

1. Accounting and Information Assurance
2. Decision, Operations, and Information Technologies
3. Finance
4. Logistics, Business, and Public Policy
5. Management and Organization
6. Marketing

#### D. Area Chairpersons

1. **Selection:** The appointment of an Area Chairperson is for a fixed term of no longer than three-years. The Area Chairperson must be a Tenured Faculty member in the academic area. The Senior Associate Dean for Faculty shall solicit input from full-time faculty and staff in the area on all the eligible candidates for chair, and convey this input to the Dean. Faculty input should include an advisory ballot from tenured, tenure-track, and professional track Faculty Committee members in an area on all eligible candidates for chair. The Dean shall incorporate this input in his/her selection of the Area Chairperson, and should choose a Chairperson acceptable to the majority of the tenured faculty members in the area.
2. **Duties and Responsibilities:** Area Chairpersons are the academic and administrative officers of their Faculty Area. They exercise those functions delegated to them by the Dean and Senior Associate Dean. These duties include administering the

appointment, promotion, and tenure policies within the area as specified by University policies, assigning teaching duties to faculty in an area, and having responsibility towards all academic programs that are associated with an area. They also serve as a conduit for information between the Dean's Office and the Academic Area.

3. **Review and Reappointment:** In the final year of the term of the Chairperson, full-time faculty in an area will evaluate their Chairperson. Anonymity of respondents will be maintained. The evaluation will be separated out by professional track faculty and tenured and tenure-track faculty. The evaluation will be conducted and summarized by the Senior Associate Dean for Faculty, who can also solicit information from other members of the School. Results will be given to the Chairperson by the Dean and Senior Associate Dean for Faculty. A Chairperson is eligible for reappointment after review. He/she may not serve more than two consecutive terms, unless there are exceptional circumstances.

#### E. **Executive Committee**

1. **Membership:** The committee shall consist of the following members: the Dean, Senior Associate Dean for Faculty, Chairpersons of the faculty areas (as identified in IV C). The Senior Associate Dean for Faculty and the Area Chairpersons (or their designate) are voting members. The Dean is in an ex-officio role.
2. **Duties and Responsibilities.**
  - a. To advise and assist the Dean on both administrative and academic matters
  - b. To play a role in initiating and developing academic policy and programs, and in monitoring their implementation
  - c. To spearhead strategic planning in the School
  - d. To recommend faculty and staff hiring priorities to the Dean
  - e. To consult regularly with the Dean on matters of interest and concern to the School, including budget decisions and facility planning.
  - f. To review budgets and major long-term contracts.
  - g. To conduct periodic reviews of performance of various offices, centers, and administrators.
  - h. To serve as a nominating committee for School and university level committees.
  - i. To review reports and recommendations of School committees.
3. **Meetings:**
  - a. The chair of the Executive Committee shall be the Senior Associate Dean for Faculty.
  - b. The Executive Committee shall meet at least twice a semester, and at least once during the summer.
  - c. The Dean may invite any member of his/her administrative team to attend Executive Committee Meetings.

- d. In the event that an Area Chairperson cannot attend a particular Executive Committee meeting, he/she may appoint a substitute with voting powers from the tenured faculty in the chairperson's area.
- e. For a motion to carry in the Executive Committee, a simple majority of its voting membership must vote in favor of it.
- f. Minutes shall be taken at each meeting and, after being reviewed by the committee, made available to full-time faculty and Deans in a timely manner.

**F. Associate and Assistant Deans**

- 1. **Selection:** The Dean consults with the Executive Committee and appoints the Associate and Assistant Deans. After consultation with the voting members of the Executive Committee, the Dean may also alter the administrative structure of the Associate and Assistant Dean positions, with the exception of the Senior Associate Dean for Faculty. The Dean should use approved university titles for these administrative positions.
- 2. **Duties and Responsibilities:** The duties and responsibilities associated with each Associate and Assistant Dean position should be specified explicitly by the Dean in writing.
- 3. **Review:** The administrative performance of Associate and Assistant Deans shall be subject to recurrent formal reviews at times that do not exceed three years between reviews. The review should allow for input from faculty, staff, and students. Review of Associate Deans should be conducted by committees with the majority of members coming from the Faculty Committee.

**V. SCHOOL ASSEMBLY**

**A. Membership:** The School Assembly shall include the following voting members.

- 1. **Faculty:** All Faculty Committee Members (See Section VI.A).
- 2. **Staff:** Two staff representatives shall be elected annually from and by School staff. Exempt staff must be guaranteed at least one representative if they constitute at least 25% of the total staff at the School. Non-exempt staff must be guaranteed at least one representative if they constitute at least 25% of the total staff at the School.
- 3. **Students:** Students shall be represented by one Undergraduate, one Masters level, and one Doctoral student representative elected annually by their representative groups.

**B. Meetings:** The School Assembly shall meet at least twice a year, once during the fall and once during the spring semesters. School assemblies shall generally be run as informational exchanges and discussions. The meeting is open to all faculty and staff. In addition to the student membership, the Student Advisory Committee (see Article VII) is welcome to attend the meetings. The Chair of the Faculty Committee will Chair the meeting. Special meetings

of the School Assembly may be called at any time by any member, provided the call is endorsed in writing by 25 percent of the membership. A written agenda shall be distributed to the membership prior to any meeting. Any proposals that may require a vote shall be presented in writing and shall be submitted to the membership in advance, together with the agenda. A third of the membership shall constitute a quorum. Meetings can be held in the absence of a quorum. However, no vote shall be taken in the absence of a quorum.

**C. Functions.** The functions of the School Assembly shall include serving as a forum for:

1. The Dean to present an annual State of the School address.
2. The recognition of School personnel achievements.
3. The faculty, staff, and students to collectively express their viewpoints and concerns.
4. Promoting effective communication among all the faculty, staff, and students, within the School.
5. Promotion of collaborative activities that advance the mission of the School.

## **VI. STANDING FACULTY COMMITTEES**

Article VI describes various standing committees largely responsible for faculty governance and processes at the School.

### **A. FACULTY COMMITTEE**

1. **Purpose:** The Faculty Committee shall generally address issues of academic policy, academic programs, or faculty policies and processes.
2. **Duties and Responsibilities:**
  - a. To make recommendations on academic policy, academic programs, and faculty policies and processes.
  - b. To offer its recommendations on all proposals brought before it by School committees.
  - c. The Faculty Committee shall have final approval authority on all non-doctoral Programs, Curricula, and Course matters. All non-doctoral proposals that necessitate a Programs, Curricula, and Course (PCC) Committee form submitted to a higher unit (e.g., Graduate School PCC, University Senate, Maryland Higher Education Commission (MHEC)) shall first be subject to approval by the Faculty Committee.
  - d. To approve the process to elect the School's Faculty Senators on the University Senate.
  - e. To consider and deliberate questions of School governance.
  - f. To advise the Dean on any matters pertaining to the School's mission.
  - g. To consult with the Dean at least once a year on matters of interest and concern to the School, including budget decisions and facility planning. To facilitate discharge of this responsibility, at least once a year the Dean shall share with the Faculty Committee the detailed School budget.

### **3. Membership:**

- a. Adjunct Faculty: Adjunct faculty will be represented by a single adjunct faculty member who shall be elected annually by the adjunct faculty.
- b. Tenured and Tenure-Track Faculty: Except for the Dean all tenured and tenure-track faculty (as defined in Article III.A.1) of the School.
- c. Professional Track Faculty: Professional track faculty eligible to serve on the Faculty Committee are identified in the Bylaws. If the total number of eligible professional track faculty together with the single adjunct faculty representative is less than or equal to 30 percent of the number of tenured and tenure-track faculty members in the Faculty Committee all eligible professional track faculty shall serve on the Faculty Committee. Otherwise, an annual election shall be held amongst the professional track faculty to choose their Faculty Committee representatives. The number of professional track Faculty Committee representatives to be elected will be determined so that their total number along with the single adjunct faculty representative is as close to but does not exceed 30 percent of the total number of tenured and tenure-track Faculty Committee members.

### **4. Meetings:**

- a. A Tenured Faculty member shall be elected Chairperson of the Faculty Committee each year.
- b. The Faculty Committee shall meet at least twice a year, once during the Fall and once during the Spring semester.
- c. Meetings will be scheduled by the Dean's Office in consultation with the Chair of the Faculty Committee.
- d. Upon a written request to the Dean by twenty percent of the Faculty Committee membership, the Chair of the Faculty Committee shall be required to call a meeting of the Faculty Committee within 30 days.
- e. The agenda shall be set by the Chair of the Faculty Committee after due consultation with the Dean's Office. In particular, the Dean, any member of the Executive Committee, and any member of the Faculty Council may place topics on the agenda. In addition any matter supported by ten percent of Faculty Committee members in writing may be placed on the agenda. The agenda should be distributed prior to the meeting.
- f. Each meeting shall have a designated parliamentarian.
- g. Full-time School faculty who are not members of the Faculty Committee and Emeritus Faculty may attend any Faculty Committee meeting with voice but no-vote privileges. A quorum on any vote shall consist of a majority of the members of the Faculty Committee. Faculty on leave and faculty on sabbatical shall not be considered when determining the quorum.
- h. At the discretion of the Dean or the Chairperson of the Faculty Committee, or by majority vote of the Faculty Committee members present and voting, processes may be put into place to enable all Faculty Committee members (including those who are unable to attend the meeting) to vote on specific motions. However, such a determination must be made prior to holding the vote on the motion.

- i. At the discretion of the Chairperson of the Faculty Committee a scheduled meeting can be held in the absence of a quorum, provided that any voting on motions follows Article VI.A.4.h.
- j. For a motion to carry, at least a quorum must cast a vote, and a majority of the votes cast must be in favor of the motion.
- k. For all motions of the Faculty Committee for which voting is to be held under Article VI.A.4.h, upon request of the Faculty Committee the results of the vote will be broken out by the following faculty groups: 1) Tenured Faculty, 2) Tenure-Track Faculty, and 3) Professional Track Faculty Committee members. Such a request should be made in writing to the Senior Associate Dean for Faculty, by any Executive Committee member, Faculty Council member, or by ten percent of the Faculty Committee, prior to the Faculty Committee vote.
- l. Minutes of the Faculty Committee meetings shall be taken. The Dean's Office is responsible for keeping the minutes, getting them approved, and making them available to the Faculty Committee Members in a timely manner.

**B. TENURED FACULTY COMMITTEE:**

1. **Purpose:** The Tenured Faculty Committee shall address Faculty Appointment, Promotion, and Tenure (APT) policies and procedures at the School. It also addresses all matters related to the research agenda of the School, and all academic matters (requiring faculty approval) related to the doctoral program. It may also offer its advice to the Faculty Committee, School Assembly, and the Dean on other matters before the School.
2. **Duties and Responsibilities:**
  - a. To review and approve the School's Faculty Appointment, Promotion, and Tenure Policies and Procedures.
  - b. To address matters related to the research agenda and research mission of the School.
  - c. The Tenured Faculty Committee shall have final approval authority on all PCC matters related to the doctoral program.
  - d. The Tenured Faculty Committee may offer its advisory opinion to the Faculty Committee, School Assembly, and the Dean on any matters before the School.
  - e. To consult with the Dean at least once a year on matters of interest and concern to the School, including faculty hiring.
3. **Membership:** Except for the Dean, all tenured faculty members of the School for whom the Smith School is their tenure home.
4. **Meetings**
  - a. A Tenured Professor shall be elected Chairperson of the Tenured Faculty Committee each year.
  - b. The Tenured Faculty Committee shall meet at least once a year.
  - c. Meetings will be scheduled by the Dean's Office in consultation with the Chair of the Tenured Faculty Committee.

- d. Upon a written request to the Dean by twenty percent of the Tenured Faculty Committee membership, the Chair of the Tenured Faculty Committee shall be required to call a meeting of the Tenured Faculty Committee within 30 days.
- e. A quorum on any vote shall consist of a majority of the Tenured Faculty Committee. Faculty on leave and faculty on sabbatical shall not be considered when determining the quorum.
- f. At the discretion of the Dean or the Chairperson of the Tenured Faculty Committee, or by majority vote of the Tenured Faculty Committee members present and voting, processes may be put into place to enable all Tenured Faculty Committee members (including those who are unable to attend the meeting) to vote on motions. However, such a determination must be made prior to holding the vote.
- g. At the discretion of the Chairperson of the Tenured Faculty Committee a scheduled meeting can be held in the absence of a quorum, provided that any voting on motions follows Article VI.B.4.f.
- h. For a motion to carry, at least a quorum must cast a vote, and a majority of the votes cast must be in favor of the motion.

## C. FACULTY COUNCIL

1. **Purpose:** To provide a mechanism for two-way communication on academic and policy issues between the faculty and the administration
2. **Duties and Responsibilities**
  - a. Representing the faculty in discussions with the administration over policy and academic issues,
  - b. Providing a mechanism for collecting and reporting faculty input on issues that directly affect the faculty
  - c. Monitoring the School's governance practices for compliance with the School's Operating Plan.
  - d. Meeting with the Dean at least once each semester to consult on matters of interest and concern to the School (including budget and facility planning)
  - e. Reporting at least once a year to the Faculty Committee or School Assembly.
  - f. Serving as a Committee to nominate a slate of candidates from which the Dean may appoint members for service on School Committees.
3. **Membership:** The Faculty Council shall be comprised of six full-time faculty members elected from and by members of the Faculty Committee.
  - a. **Eligibility:** All members of the Faculty Committee may serve on the Faculty Council, with the exception of Area Chairpersons and individuals with "Dean" titles (e.g., Associate Dean; Assistant Dean). Each year the Senior Associate Dean for Faculty will distribute the list of individuals eligible for membership on the Faculty Council.
  - b. **Selection:** Elections to fill positions on the Faculty Council shall ensure that the following two conditions are satisfied in the composition of the council
    - i. There shall be exactly one member from each Academic Area, and



- ii. There shall be at least two Professors, one Associate Professor, one Assistant Professor, and one Professional Track Faculty Committee Member. The election procedures for the Faculty Council must be approved by a 2/3<sup>rd</sup> vote of the Faculty Committee.
- c. **Term:** Members will serve two year terms. Their terms may be staggered.

#### **4. Meetings**

- a. A tenured full professor shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one year term.
- b. The Faculty Council will meet at least twice each semester.
- c. Minutes of the Faculty Council shall be taken and made available to the Faculty Committee Members in a timely manner.

### **D. MERIT PAY REVIEW COMMITTEES**

The School will establish faculty merit pay/salary committee(s) which should be consistent with the University policy (UM Policy VII---4.00(A)). The Committee's input will guide the Dean in determining merit pay according to current campus distribution guidelines. The School shall post the approved faculty merit review plan on its internal web site so that its full-time faculty can easily access it. As specified in university policy VII---4.00(A) Merit Review Procedures must be approved by a majority of tenure-track/tenured faculty in the School.

### **E. APPOINTMENT, PROMOTION, AND TENURE COMMITTEES**

Appointment, Promotion, and Tenure (APT) Committee(s) make recommendations to the Dean on proposed faculty appointments, promotion, and tenure decisions. The School's APT policies and procedures should conform to official policies of the University. These policies are reflected in the Appointment, Promotion, and Tenure Manual published annually by the University's Office of Faculty Affairs. The policies and manual can be found on the faculty affairs website at <http://www.faculty.umd.edu>. The School's approved APT policies and procedures shall be posted on its internal website so that its full-time faculty can easily access it. These procedures prescribe the composition of the School's APT Committee(s). A copy of the School's APT Policy and Procedures shall be provided to the Associate Provost for Faculty Affairs.

### **VII. STUDENT ADVISORY COMMITTEE**

- A. Membership:** The Student Advisory Committee (SAC) shall be comprised of representatives from the Smith Undergraduate Student's Association (SUSA), the MBA Association (MBAA), the Smith Masters Students Association (SMSA), and the Association of Doctoral Students (ADS). Each association will nominate one member to serve on the SAC. The chief criterion for selection to serve on the SAC is the student's engagement with the student community in their respective programs and ability to

collect and represent a wide variety of student input on any issues. Student members may serve up to two years. The names of the members shall be forwarded to the Dean prior to the beginning of each academic year.

- B. Function:** This SAC shall be responsible for engaging with the broader School student community across all academic programs and providing the Dean with student perspectives on School-wide needs, problems, concerns, issues, and general input on future plans.

## **VIII. STAFF ADVISORY COUNCIL**

- A. Membership:** The Staff Advisory Council includes exempt and non-exempt staff from each of the various administrative departments and academic areas of the School. Members are selected by the Dean based on input from staff, the Executive Committee, and the Faculty Council.
- B. Function:** Serve as high level, cross functional team that can take a holistic view of the School in order to advance the mission of the School; to serve as representatives of various units in the School to ensure that administrative departments and areas work effectively and efficiently together to further the overall mission of the School. The Council addresses School wide concerns and policies as it relates to staff issues, updates or changes concerning budget, morale, retention, hiring practices, staff development, operations, workflow and School wide programming and events. Relevant issues are brought to the attention of the Dean.
- C. Meetings:** The Staff Advisory Council meets at least once in the Fall and the Spring semester.

## **IX. ADMINISTRATIVE COMMITTEES**

Articles IX.A through IX.D describe administrative committees with oversight functions over the different academic programs the School offers.

### **A. UNDERGRADUATE PROGRAMS OVERSIGHT COMMITTEE**

- 1. Purpose:** To provide watchful care and stewardship of the undergraduate programs at the School. Among consideration are all facets of the undergraduate programs.
- 2. Duties and Responsibilities**
  - a. To review and recommend academic policies for the undergraduate programs. Areas of oversight include: curricula, special programs, admissions, retention, advising, placement, and relationship building with alumni.
  - b. To serve as the Programs, Curricula, and Course (PCC) Committee for the Undergraduate Programs, with final approval subject to the Faculty Committee.

- c. To advise the Office of the Dean in matters concerning the undergraduate programs.
- d. To meet at least once each semester with undergraduate student representatives
- e. To report at least once each year to the Faculty Committee.

- 3. Membership:** The committee should have one Faculty Committee member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A chairperson shall be elected by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The Undergraduate Student Association will have one representative on the committee as a nonvoting member.

## **B. MBA PROGRAMS OVERSIGHT COMMITTEE**

- 1. Purpose:** To provide watchful care and stewardship of the MBA programs at the School. Among consideration are all facets of the MBA programs.
- 2. Duties and Responsibilities:**
- a. To review and recommend academic policies for the MBA programs. Areas of oversight include: curricula, special programs, admissions, retention, advising, placement, and relationship building with alumni.
  - b. To serve as the Programs, Curricula, and Course (PCC) Committee for the MBA programs, with final approval subject to the Faculty Committee.
  - c. To advise the Office of the Dean in matters concerning the MBA Programs.
  - d. To meet at least once in the Fall and Spring semester with student representatives from the MBA Programs.
  - e. To report at least once each year to the Faculty Committee.
- 3. Membership:** The committee should include one Faculty Committee member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The MBA Student Association will have one representative on the committee as a nonvoting member.

## **C. SPECIALTY MASTERS PROGRAMS OVERSIGHT COMMITTEE**

- 1. Purpose:** To provide watchful care and stewardship of the Specialty Masters (MS) programs at the School. Among consideration are all facets of the MS programs.

**2. Duties and Responsibilities:**

- a. To review and recommend academic policies for the MS Programs. Since individual Specialty Masters Programs are largely associated with individual Academic Areas, the Oversight Committee should closely interact with and across Academic Areas.
- b. To serve as the Programs, Curricula, and Course (PCC) Committee for the Specialty Masters Programs, with final approval subject to the Faculty Committee.
- c. To advise the Office of the Dean on matters concerning the Specialty Masters Programs.
- d. To meet at least once each year with Specialty Masters student representatives.
- e. To report at least once each year to the Faculty Committee.

- 3. Membership:** The committee should have one Faculty Committee member from each Academic Area. The Committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The Smith Masters Student Association will have one representative on the committee as a nonvoting member.

**D. DOCTORAL PROGRAMS OVERSIGHT COMMITTEE**

- 1. Purpose:** To provide watchful care and stewardship of the Doctoral programs at the School. Among consideration are all facets of the Doctoral programs.

**2. Duties and Responsibilities:**

- a. To review and recommend academic policies for the doctoral programs. Areas of oversight include: recruitment, selection, admissions, advising, retention, dismissal, curricula, assistantships, fellowships, candidate examination, theses supervision, placement of graduates, and relationship building with program alumni and the academic community.
- b. To serve as the Programs, Curricula, and Course (PCC) Committee for the doctoral programs, with recommendations subject to the approval of the Tenured Faculty Committee.
- c. To advise the Office of the Dean on matters concerning the Doctoral programs.
- d. To meet at least once each year with Doctoral student representatives.
- e. To report at least once each year to the Tenured Faculty Committee.

- 3. Membership:** The committee should include one Faculty Committee member from each Academic Area. Only tenured and tenure-track faculty are eligible to serve on this committee. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term. The Director of the Ph.D. Program or his/her designate will serve on the committee as a

nonvoting member. The Association for Doctoral Students will have one representative on the committee as a nonvoting member.

## **E. TEACHING ENHANCEMENT COMMITTEE**

- 1. Purpose:** To review, develop and implement programs designed to enhance teaching excellence at the School.
- 2. Duties and Responsibilities:**
  - a. To review and recommend teaching policies that can enhance teaching excellence at the School.
  - b. To oversee, review, and disseminate teaching evaluations following University approved procedures.
  - c. To acknowledge outstanding teaching performance.
  - d. To advise the Office of the Dean in matters concerning teaching performance
  - e. To meet at least once each year with undergraduate and graduate student representatives.
  - f. To report at least once each year to the Faculty Committee.
- 3. Membership:** The committee should have one Faculty Committee member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A chairperson shall be elected by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member.

## **X. AMENDMENT AND REVIEW OF PLAN OF ORGANIZATION**

### **A. AMENDMENTS TO PLAN**

1. Amendments to the Plan may be proposed by a) The Executive Committee, b) The Faculty Council, c) Petitions supported by 10 percent of the voting members of the School Assembly, or d) a Plan of Organization Review Committee (see Article X.B.1).
2. Proposed Amendments must be distributed to all Voting Members of the School Assembly 21 days before any vote may be taken on it.
3. Proposed Amendments and their subsidiary motions will then be considered and debated upon in a special session of the School Assembly open only to voting members.
4. Following debate, electronic voting shall be conducted to provide all School Assembly members the opportunity to vote on the proposed amendment.
5. A 2/3rd majority of the members eligible to vote is required for adoption of a proposed amendment.
6. After adoption of a proposed amendment by the School Assembly, the proposed amendment will be submitted to the University Senate for approval.

## **B. REVIEW OF PLAN**

1. The School's Plan of Organization shall be reviewed at least every ten years by a Plan of Organization Review Committee elected by the voting members of the School Assembly. It shall consist of at least one tenured faculty member from each Area. It shall consist of at least one professional track Faculty Committee member. The representation of tenured and tenure track faculty members must be at least 75% of the committee.
2. The review should be conducted in a manner consistent with Article 11.2 of the University's Plan of Organization.
3. Recommended revisions, amendments, or a new Plan of Organization should be approved following the process described in X.A.2 through X.A.6.

## **XI. BYLAWS**

- A. The School Assembly shall have the power to organize its constituents and to make bylaws and regulations for its own proceedings so long as those bylaws do not contravene the statutes of the University, the Powers of the Board of Regents, the powers delegated to the Chancellor and to the President, and this Plan of Organization.
- B. Amendments to the Bylaws should follow the process described in XI.B.1 through XI.B.5.
  1. Amendments to the Bylaws may be proposed by a) The Executive Committee, b) The Faculty Council, c) Petitions supported by 10 percent of the voting members of the School Assembly, or d) a Plan of Organization Review Committee.
  2. Proposed Amendments must be distributed to all Voting Members of the School Assembly 21 days before any vote may be taken on it.
  3. Proposed Amendments and their subsidiary motions will then be considered and debated upon in a special session of the School Assembly open only to voting members.
  4. Following debate, electronic voting shall be conducted to provide all School Assembly members the opportunity to vote on the proposed amendment.
  5. A 2/3rd majority of the members eligible to vote is required for adoption of a proposed amendment.

## **XII. CONDUCT OF MEETINGS**

Meetings of the School Assembly and School Committees shall be conducted in accordance with Robert's Rules of Order, Revised, except as they may be inconsistent with the rules of the School's Plan of Organization which shall take precedence.

**BYLAWS TO THE PLAN OF ORGANIZATION OF THE ROBERT H. SMITH  
SCHOOL OF BUSINESS**

- I. Full-Time Professional Track Faculty titles that may be used at the Smith School are:  
Lecturer, Senior Lecturer, Principal Lecturer, Assistant Clinical Professor, Associate  
Clinical Professor, Clinical Professor, Assistant Research Professor, Associate Research  
Professor, Research Professor, and Professor of Practice.
  
- II. Full-Time Professional track faculty ranks eligible to serve on the Faculty Committee are:  
Lecturer, Senior Lecturer, Principal Lecturer, Assistant Clinical Professor, Associate  
Clinical Professor, Clinical Professor, Assistant Research Professor, Associate Research  
Professor, Research Professor, and Professor of Practice.

## APPENDIX 1 - 1995 BMGT PLAN OF ORGANIZATION

### CONSTITUTION AND PLAN OF ORGANIZATION COLLEGE OF BUSINESS AND MANAGEMENT University of Maryland

#### I. PURPOSE

The purpose of the Constitution of the College of Business and Management is to provide the framework for governing academic policy and other related matters within the College. The College Constitution shall provide for a College Assembly and designated committees. The powers, duties, and privileges of these bodies shall be as herein specified.

#### II. COLLEGE ASSEMBLY

The College Assembly shall consist of all tenure-track, tenured and emeritus faculty members of the College of Business and Management, together with all Deans, Directors, Associate Directors and Assistant Directors of Programs and Centers; and one undergraduate student, one MBA student, one doctoral student, and one support staff member, all four of whom will be elected to the Assembly for a period of one year by their representative groups. The chairperson of the College Assembly shall be the Dean of the College or his/her designate, usually the Academic Associate Dean.

The College Assembly shall have final approval authority on all academic policy and programmatic matters. All staff and administrators are welcome to attend sessions of the College Assembly and to participate in all discussions.

However, only faculty members of the Assembly shall be permitted to vote on academic matters, which include, but are not restricted to, course and curriculum matters and Promotion and Tenure matters. On non-academic matters, all College Assembly members as defined above shall have the right to vote. A quorum shall consist of a majority of the members of the Assembly. For a motion to carry in the Assembly, a simple majority of those present and eligible to vote must vote in favor of it. The College Assembly may, at any time, vote to exclude non-Assembly members from attending a particular session, or part of a session.

The College Assembly shall elect the College's representatives to the College Park Campus Senate. The small College Advisory Committee shall serve as the nominating committee, although nominations may also be made from the floor of the Assembly. The election shall normally be held in the Spring semester.



A qualified parliamentarian shall be appointed by the Dean. Robert's Rules of Order Revised shall govern the Assembly as applicable, except as they may be inconsistent with the rules of the College Constitution. Minutes of the College Assembly meetings shall be taken and copies distributed to the College Assembly members and kept on file in the College office. The Academic Associate Dean will be responsible for ensuring that minutes are taken and distributed within two weeks.

There shall be a minimum of one College Assembly each semester. Assemblies will be scheduled by the Dean. A tentative agenda will accompany the announcement of the meeting. Upon a written request to the Dean by ten percent of the College Assembly, the Dean shall be required to call a meeting of the College Assembly within two weeks.

### **III. ADMINISTRATIVE STRUCTURE**

The Dean appoints the Associate and Assistant Deans and the Directors of Undergraduate Studies, the Master's Programs and the Ph.D. Program. In addition, the Dean appoints the chairpersons of the seven faculty areas based on advisory ballots -- to be described in the following paragraph -- from the tenure-track and tenured faculty members of each area: Accounting; Finance; Information Systems; Management Science and Statistics; Marketing; Management and Organization; and Transportation, Business and Public Policy.

The appointment of each area chairperson is for a three-year term. An advisory ballot, administered by the Office of the Academic Associate Dean, for selecting a chairperson will take the following form: Each tenured or tenure-track area faculty member will identify each candidate as acceptable or unacceptable and then rank order the acceptable candidates. A candidate is defined as any tenured faculty member in a faculty area. An acceptable candidate is defined as a candidate who has been voted acceptable by at least fifty percent of the area faculty. The Dean will be requested to choose a chairperson from the set of acceptable candidates. A chairperson may not serve more than two consecutive terms, unless there are no other acceptable candidates.

Toward the end of each term, the tenure-track and tenured faculty members of each area will evaluate their chairperson. The evaluation will consist of a written questionnaire. The questionnaires will be collected and summarized by the office of the Academic Associate Dean, who can also solicit information from other members of the College. Results will be given to the chairperson, the Academic Associate Dean and the Dean. Anonymity of respondents will be maintained. At this time, the election of the chairperson for the next three-year term also takes place. In the event of a vacancy at any time, the Dean will consider the

appointment of a new chairperson based on an updated advisory balloting of the tenure-track and tenured faculty members of the area.

The performance of the Dean and Academic Associate Dean will be formally reviewed every five and three years, respectively, in the Fall by a committee of three tenure-track faculty members elected by the College Assembly. The purpose of the review is to ensure that the deans are executing their academic and administrative duties in a fashion consistent with the mission of the College. The review should entail a survey of College Assembly members, similar to that described for area chairpersons. The survey shall be summarized by the review committee members, who will discuss their findings and recommendations with the Academic Associate Dean and the Dean. One question on the survey should ask respondents to rate each of the Deans' performances as acceptable or unacceptable. If fifty-one percent, or more, of the entire faculty rate a Dean's performance as unacceptable, this must be reported to the Provost and Vice President for Academic Affairs. The Deans will make an oral report regarding the performance evaluations to the faculty at a College Assembly meeting by the end of the Fall semester. This oral report may include suggestions on measures for improving performance.

#### **IV. Committees**

(1) Small College Advisory Committee:

OBJECTIVE: To initiate and review College administrative and academic matters.

Authority and Duties

- a. To advise and assist the Dean, Associate Deans and Assistant Deans on both academic and administrative matters.
- b. To play a role in initiating and developing academic policy, and in monitoring its implementation.
- c. To coordinate faculty hiring and to recommend faculty appointment priorities to the Dean.
- d. Ordinarily the Dean shall call College Assembly meetings. However, the small College Advisory Committee, after consultation with the Dean, may call Assembly meetings.

- e. To identify critical committees at the university level and request or recommend that specific faculty members in the College serve on them or be nominated for election to them.
- f. To assign chairpersons and members of Task Forces as needed to handle College matters and review their reports before submission for approval to the Dean's Office and/or College Assembly as appropriate.
- g. To serve as the nominating committee for the College's representatives to the Campus Senate.
- h. To approve reports and recommendations of the Undergraduate and Graduate Oversight Committees before submission to the Dean and/or College Assembly as appropriate.
- I. To initiate and/or review any future developments or projected programs directly related to academic policy.
- j. To spearhead strategic planning in the College.

#### Composition and Term of Office

The committee shall consist of eight voting members: the chairpersons of the seven faculty areas in the College, and the Dean or Dean-designate, usually the Academic Associate Dean, who will chair the committee. At the first College Assembly in the Fall of each year, an approval vote of the eight members of the committee will take place.

In the event that a faculty chairperson cannot attend a particular College Advisory Committee meeting, he/she may appoint a substitute with voting powers from his/her faculty.

The chair shall be responsible for constructing an agenda for each meeting. The committee will meet on a regular basis at a set time during the Fall and Spring semester. Minutes shall be taken at each meeting and approved in the following meeting of the committee. The minutes shall then be distributed to all Faculty, Directors and Deans.

Each of the voting members of the committee shall possess one vote on any issue under consideration. For a motion to carry, there must be at least five votes in favor of it.

(2) Large College Advisory Committee:

OBJECTIVE: To initiate and review College administrative matters and to offer advice on academic matters.

The committee shall consist of the Small College Advisory Committee, the various Associate and Assistant Deans, and the Directors of College Centers.

Authority and Duties

- a. To advise and assist the Dean, Associate Dean(s) and Assistant Dean(s) on both academic and administrative matters.
- b. To play a role in initiating and developing administrative policy, and in monitoring its implementation.
- c. To be actively involved in strategic planning in the college.

(3) Tenure and Promotion Committees.

OBJECTIVE: To seek the retention and promotion of faculty members of high quality as measured by their teaching, scholarship, and service to the University, professional organizations, and the community.

Authority, Duties and Composition

All procedures applying to these committees are found

in the document entitled: ``College of Business and Management Appointment, Promotion and Tenure Procedures'' (attached as Appendix A).

(4) MBA Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the MBA programs of the College.

Authority and Duties

- a. To establish academic policy, subject to approval of the small College Advisory Committee and the College Assembly, regarding the MBA program and its relationship to the strategic mission of the College. Critical areas of focus include admissions, curricula, placement of graduates, and the national visibility of the program.
- b. To assist the Office of the Dean and the Director of the Master's Programs in matters concerning MBA students and MBA programs.
- c. To report at least annually to the College Assembly.

Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Master's Programs and the president of the MBA Association, or their designated representatives, are also welcome to attend meetings, but shall have no vote. The Dean may appoint a student, nonvoting member.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

(5) MS Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the MS programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the small College Advisory Committee and the College Assembly, regarding the MS program and its relationship to the strategic mission of the College.
- b. To assist the Office of the Dean and the Director of the Master's Programs in matters concerning M.S. students and M.S. programs.

#### Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Master's Programs, or his/her designated representative, is also welcome to attend meetings, but shall have no vote.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

#### (6) PhD Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the Ph.D. programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the College Advisory Committee and the College Assembly. Among areas to be included are admissions, retention, dismissal, curricula, fellowships, assistantships, examination of candidates, theses supervision, and placement of graduates.

- b. To assist the Office of the Dean and the Director of the Ph.D. Program in matters concerning Ph.D. students and Ph.D. programs.
- c. To report at least annually to the College Assembly.

#### Composition and Term of Office

The Committee shall consist of three voting members, who shall be associate or regular members of the Graduate Faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Ph.D. Program, and the president of the Association of Doctoral Students, or their designated representatives, are also welcome to attend meetings, but shall have no vote.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

#### (7) Undergraduate Oversight Committee

**OBJECTIVE:** To recommend and review academic policy concerning the undergraduate programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the College Advisory Committee and the College Assembly. Among areas to be included are admissions, retention, dismissal, curricula, financial aid, assistantships, internships, special programs, extra-curricular activities, and placement of graduates.
- b. To assist the Office of the Dean and the Director of Undergraduate Studies in matters concerning undergraduate students and undergraduate programs.
- c. To report at least annually to the College Assembly.

## Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the College Advisory Committee. One undergraduate student, elected by the Dean's Undergraduate Student Advisory Council, will serve as a nonvoting member. The Director of Undergraduate Studies shall also serve on the Committee but shall have no vote.

Members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

### 8) Teaching Enhancement Committee -

**OBJECTIVE:** To review, develop and implement programs designed to enhance teaching effectiveness in the College.

#### Authority and Duties

- a. To assist the Office of the Dean in improving the quality of teaching in the College in five teaching-related areas:

development and improvement activities;  
delivery-related activities;  
monitoring and evaluation activities;  
rewarding and recognition activities; and  
publicizing activities.

- b. To develop and monitor techniques for evaluating teaching performance, to review teaching evaluations submitted to the Committee, and to inform individual faculty members of the Committee's interpretation of those results where appropriate. This would include making constructive suggestions for improvement as well as acknowledging outstanding performance. The Teaching Committee will take the information from



the teaching evaluation forms and disseminate it publicly by display in some manner to be agreed upon by the faculty. The results of the teaching evaluations will be published by a method to be approved by a majority of the faculty.

- c. To report at least annually to the College Assembly.

#### Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the College Advisory Committee.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the College Advisory Committee and/or Dean.

- (9) Merit Pay Review Committee.

All procedures applying to these committees are found in the document entitled: ``College of Business and Management Merit Pay Distribution Procedures'' (attached as Appendix B).

- (10) The Role of Centers in the College.

The Directors of Centers shall be appointed by the Dean. Each Center shall establish some form of communication or advisory structure between the Center and the faculty. In addition, each Center shall provide an annual written report to the Dean. The written report will be reviewed by the College Advisory Committee and shared with the faculty.

#### V. AMENDMENTS

Amendments to this constitution will be presented in writing to the College Assembly members at least five days in

advance of being proposed before an Assembly meeting.

No vote will be taken on a proposal during the meeting when it is proposed.

A vote on a proposed amendment will be taken at another Assembly meeting held not less than ten (10) days after the meeting when it is proposed. A three-fifths (3/5) majority of those present and eligible to vote is required for adoption, provided that there is a quorum. Amendments, once adopted, become effective immediately.

#### **VI. REVIEW OF THE CONSTITUTION**

Every five years, there shall be a review of the College Constitution in such a manner as the College Assembly shall determine.

Approved by the College Assembly  
May 1, 1987

Amended December 1987  
Revised September 1990  
Revised April 1993  
Revised October 1995

**APPENDIX A**  
**COLLEGE OF BUSINESS AND MANAGEMENT**  
**APPOINTMENT, PROMOTION AND TENURE PROCEDURES**

The following Procedures supplement the UMCP Policy on Appointment, Promotion and Tenure of Faculty (as approved by the Chancellor, March 26, 1993) which, in case of conflict, is the governing document.

1. It is the policy of the College of Business and Management that the College faculty shall formally review the candidates for promotion and tenure during the year in which the candidate is to be considered for promotion and/or promotion and tenure in the College of Business and Management.
2. The promotion and tenure process may be initiated either by the candidate or the candidate's area chairperson.<sup>1</sup> The area chairpersons will consult with either tenured faculty (for associate decisions) or full professors (for full decisions) from the candidate's area.
3. The area review committee (see #4) selects at least six reviewers (external to the College and/or the University) and the area chair solicits evaluation letters. These reviewers shall be widely-recognized authorities in the candidate's field. At least three of these reviewers, but no more than half, may be named by the candidate. Reviewers should possess recognized expertise in the candidate's area. Reviewers receive vita, the candidate's personal statement (if the candidate chooses to write one) and research materials selected by the candidate.
4. After the outside letters are received, the candidate will first be reviewed by faculty in his or her area. This area review committee will serve as an advisory committee of the College Appointment, Promotion and Tenure Committee. The area review committee, in the case of assistant professors, shall consist of all tenured faculty in the area. In the case of associate professors, the committee shall consist of all full professors in the faculty area. If there are not enough individuals with sufficient rank within an area to make up a committee of not less than three individuals, then the Dean of the College, or his/her designee, shall appoint a sufficient number of individuals from other faculty areas to create a committee of not less than three. An effort shall be made to select individuals with knowledge of the candidate's field.

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<sup>1</sup> In the special case where the area chairperson is an associate professor and is a candidate for full professor, or has a colleague who is a candidate for full professor, the Dean will appoint an acting area chairperson, with the candidate's consent. The acting chairperson will be a full professor from the same area, or closely related area, who will perform all of the area chairperson duties enumerated herein.

5. The area review committee meets to elect a chairperson (who shall not be the area chair) to discuss and vote on the candidate. The area vote is by secret ballot. After this meeting of the area review committee, the chairperson of the committee shall write a letter to the Dean with a copy to be included in the file established by the candidate for the College Appointment, Promotion and Tenure Committee ("P&T Committee"). The letter shall set forth the vote of the area committee as well as a statement of the reasons given by committee members for or against the promotion of the candidate. Dissenting faculty may write their own statements which become part of the file. The area vote shall be reported to the candidate.
6. After reviewing the candidate's file, including the letter written by the area review committee to the Dean, the area chairperson (or the acting area chairperson as referred to in footnote 1) shall write a separate letter to the Dean giving his or her recommendations with respect to promotion of the candidate. This letter will include the reasons for the recommendation or lack thereof and shall become part of the promotion and tenure file.
7. The P&T case shall go forward to the College P&T Committee regardless of the area vote and of the recommendations of the area review committee chair and of the area chair.
8. Acting for the College P&T Committee, the area review committee shall prepare a descriptive report on the candidate describing, in a factual way, all the candidate's activities and achievements in teaching, advisement, research, scholarship and service. This descriptive report shall be shown to the candidate. The candidate has the right to disagree with the descriptive report and to append a personal statement to the report indicating any such disagreements and the reasons for them. The descriptive report, including any appendices, becomes part of the candidate's file.
9. The area chairperson assembles the candidate's file containing: (a) candidate's vita and personal statement, (b) outside reviewer letters, (c) copies of papers, articles, books, etc. (d) teaching evaluations, (e) area chairperson's letter, (f) the letter from the area review committee chairperson, and (g) the descriptive report. Items (a), (b), (e) (f) and (g) will be distributed to the College P&T Committee by the Dean's Office prior to meeting. Items (c) and (d) will be available in the office of the Associate Dean for Academic Affairs. The above file will be ready at least two weeks before the scheduled P&T meeting. The area chairperson will insure that the candidate assembles all information required by the campus P&T transmittal form.

10. The College P&T Committees consists of: (a) all tenured faculty (for associate decisions) or (b) all full professors (for full decisions), except that the Dean is not eligible for membership in a College P&T committee. The Dean may, if he/she chooses, attend a P&T meeting, but cannot vote. The Dean, or his/her designee, nominates a chair for each P&T committee. The chair appointments are approved or disapproved through mail ballot (majority vote) of the membership of the relevant P&T committee.
11. The College Appointment, Promotion and Tenure Committee chairs select a Candidate Review Committee (CRC) for each candidate. A Candidate Review Committee consists of two members of the candidate's area and two members from outside the candidate's area. Selection of CRC members is made in consultation with the candidate and the candidate's area chairperson and may include emeritus professors from the College of Business and Management. The CRC Committee will elect a chairperson.
12. The Candidate Review Committee will conduct an intensive review of all materials in the candidate's file. Each CRC Committee must meet at least once formally after the intensive review but before the presentation of the oral report. The CRC Committee members in attendance will present an oral report to the College P&T Committee.
13. Based on individual review of candidate's file and the CRC oral report, the relevant College P&T Committee votes on the candidate by secret ballot. In order to obtain a positive recommendation of the faculty, two-thirds of those faculty members voting on promotion and tenure must vote in favor of the candidate. An abstention will not be included in the calculation of the two-thirds majority but will be reported. Following this vote, the candidate's CRC members who attended the College P&T Committee meeting jointly write a letter to the Dean, to be completed within fifteen days of the P&T meeting, summarizing the College P&T discussion and vote and highlighting the candidate's strengths and weaknesses. The letter shall be reviewed and approved by the Associate Dean for Academic Affairs and the Chair of the College P&T Committee.
14. The candidate's file, containing the CRC summary letter, and the items described in (9) above, are sent to the Dean. The Dean writes an evaluation letter. The Dean's letter is added to the candidate's file, which is forwarded to the next level, unless both the P&T Committee and the Dean vote against promotion. In the latter case, the file shall go forward to the Provost only to insure that proper procedures were followed. In the letter, the Dean will report the results of the area vote and the P&T vote. The Dean's and College P&T

Committee's decisions on a candidate shall be reported to the candidate's area chair, the chair of the candidate's area review committee and the candidate. In the case where either the P&T Committee or the Dean fail to vote for promotion, the candidate will also receive a letter indicating in general terms the reasons for the negative vote(s). The area chair will review this letter for accuracy.

15. The same procedures as above shall apply to external candidates.
16. The Dean or his/her appointee will nominate the College member of the Campus Appeals Committee.

## APPENDIX B

### MERIT PAY DISTRIBUTION PROCEDURES COLLEGE OF BUSINESS & MANAGEMENT

1. The Dean's Office receives a general estimate of the amount of merit money available for the year. The Dean, in consultation with the Executive Committee and Faculty Salary Review Committee (SRC) determine(s) the percentage of merit money to be withheld by the Dean for her/his own allocation to address special salary problems, but in no event shall this amount exceed 25% of the total merit salary allocation for lines attributable to the instructional program of the College less any administrative positions funded within that program.

2. (a) The Faculty Salary Review Committee (SRC) shall be composed of five (5) voting members: one assistant professor, one associate professor and two full professors. The Associate Dean for Academic Affairs will be a voting member of the SRC. At the first meeting of the SRC the voting members of the Committee shall elect one of their number to be chairperson.

(b) The membership of the SRC shall rotate from year to year so that all faculty areas have representation at least once every two years. The rotation among areas shall be made according to the procedure set forth at Appendix A.

(c) The individual members of the SRC from each participating faculty area shall be selected according to the following procedure. Each faculty area shall select the individual from their area who will serve on the SRC by secret ballot of the tenure track members of the area. The Chairperson of the faculty area shall not serve on the SRC. In the event that a faculty area has a shortage of faculty of the appropriate rank, they may nominate another tenure-track member from inside or outside the group to fill that position. It shall be made clear by the Chairman of the faculty area to the individuals named by the faculty areas participating in the SRC for any particular year that they are members of a College committee in determining equitable salary adjustments for the year in question and are not advocates of their groups.

(d) The College will strive across several years to achieve adequate representation in ethnicity/gender among the members of the SRC. If in the Dean's opinion any group within the College has been systematically under represented on the committee, then he/she may appoint a member of that group as an additional member of the SRC.

3. The Associate Dean (or other designated representative of the Dean) will provide a list of all individuals that need to be evaluated to the SRC.



4. The SRC meets briefly with the Dean and the Executive Committee prior to reviewing any performance reports in order for the Dean and Executive Committee to relate any information relevant to decisions regarding salary for that year.
  
5. The evaluation will give significant recognition to excellence in scholarship, teaching, including advising, and service, including outreach efforts. In general, evaluation should reflect performance over the last several years and give consideration to the stage of the faculty member's career.
  
6. The SRC members individually review the relevant material concerning the faculty eligible for salary increases for the year. The SRC then meets as a committee with the individual area chairperson in order for the chair to present to the SRC his or her views and relevant information concerning the allocation of merit money among eligible faculty members in the area and cross allocation among College faculty in general. The SRC then meets and makes its initial ranking giving consideration to the view expressed by the chairpersons. Rankings should be made across the College rather than solely within faculty areas.
  
7. After the SRC makes its initial ranking, it meets with the Dean to review the rankings. After receiving the Dean's input, the SRC may revise its ranking based upon the input received from the Dean.

8. The distribution of merit pay to individual faculty members, as determined by the SRC, shall be the final allocation of the merit pay assigned to the SRC and shall not be disturbed by the Dean or the faculty chairpersons. Although it is intended that the SRC's salary allocation shall be final, the Dean, for good cause, may change the salary allocated by the SRC for 5.0% percent of the faculty members who were evaluated by the SRC. The Dean will explain the rationale for any changes to the SRC and the department chairs and must reallocate to faculty any merit monies altered under this provision.
9. The final distribution of merit money by the SRC shall be reported in dollar amounts for each faculty member rather than as a percentage of salary.
10. The SRC shall report to the faculty as to what factors were taken into consideration in making salary decisions. Summary statistics of interest, such as the average merit raise, may be reported by the SRC but individual salaries shall not be published.
11. After receiving the decision of the SRC, the chairs meet with the Dean and make recommendations for the salaries of their individual faculty members. The Dean will take the recommendations into consideration in the distribution of her/his share of the merit money to address special salary problems.

12. The Dean then allocates her/his share of the merit money and salary is determined for each faculty member.

13. The Dean meets with the Chairs to discuss the Dean's allocation of his/her share of the merit dollars. The Dean then decides on any revised salaries based upon these discussions.

14. The final salary recommendations are forwarded from the College, and the chairs and members of the SRC are informed of the recommendations for merit money.

15. The chairs meet with each individual faculty member, tell him/her the anticipated salary for the coming year and explain to the individual faculty member the basis for the merit money award.

16. The Dean will be available to discuss salary with any faculty member who so requests.

17. If any material change in the available merit money is imposed by forces external to the College, the SRC will reconvene to decide on an equitable redistribution of the merit pool.