TO: Glenn Mroz  
   President

FROM: Max Seel  
      Provost and Vice President for Academic Affairs

SUBJECT: School of Business and Economics Proposed Charter Amendments

DATE: August 18, 2014

I have reviewed and endorse the School of Business and Economics proposed charter which was amended to reflect Senate policy.

Approved:

Glenn Mroz, President

cc: R. Eugene Klippel, Dean  
   Brian Barkdoll, University Senate President

Attach: Charter dated January 2014
I. CHARTER MAINTENANCE

A. DEFINITION OF VOTING MEMBERS

The School of Business and Economics consists of the administration, the primary faculty, supportive faculty, and administrative staff.

The primary faculty consists of tenured faculty, tenure-track faculty, lecturers and senior lecturers, and professors of practice.

All primary faculty members are expected to participate in the intellectual and operational life of the School and are eligible and expected to serve on School committees and to participate as voting members in the School's governance, including when changes are made to the charter.

The primary faculty has responsibility for curricular policy. Only the primary faculty make recommendations and vote on academic programs and curricular changes.

The role of the administration, administrative staff, and supportive faculty in unit governance is described in section IV.

B. PROCEDURE TO AMEND THIS CHARTER AND ITS APPENDICES

The School faculty senator will monitor University senate policy changes that may impact charters and will notify the Dean whenever these affect this charter.

The School Dean monitors compliance with University wide policies and follows the procedure defined below for amending this charter to bring it into compliance.

The Dean will establish an ad-hoc Charter revision committee to review and propose changes to the Charter when necessary.

Any primary faculty member may make a suggestion in writing to the Dean for an amendment to the Charter or its Appendices. The Dean will either circulate the amendment directly to the School faculty for its review and consideration at the next faculty meeting, or appoint an ad hoc committee to review and recommend changes to the faculty. The committee must report its recommendation to the Dean within thirty days of receipt of the proposed amendment. The Dean will circulate the proposed amendment to the faculty at least 48 hours prior to its discussion at a faculty meeting.

In order to provide documentation of decisions, all votes on changes to the charter are made with a written, secret ballot and the results are recorded in the faculty minutes.

A two-thirds majority of School's tenured and tenure track faculty must approve any amendment related to the tenure or promotion procedure and criteria.

A two-thirds majority of the School's primary faculty must approve any other amendment.
Following approval by the faculty, the Dean’s office will send the amendment to the Provost and President for their approval following University policy.

II. DUTIES AND RESPONSIBILITIES OF THE DEAN

The Dean: The Dean is the chief academic and administrative officer of the School of Business and Economics. The Dean oversees all School activities, including, but not limited to, strategic planning, personnel matters, budgeting and fiscal control, curricular and program planning, development efforts, and external relations. In this role, the Dean will consult with faculty and staff to establish and implement policy and maintain an environment and allocate resources that provides students access to quality education in business and economics, that allows School faculty and staff to fulfill their responsibilities, and otherwise ensures that the School achieves its mission. The Dean will use budgetary and administrative authority to foster the development and enhancement of quality undergraduate and graduate programs, encourage increased research and scholarly activity, make recommendations to the Provost on faculty hiring, promotion, and tenure issues, and foster diversity within the School. The Dean will lead the School’s advancement and fundraising efforts, lead the efforts to maintain accreditation, and work with external communities and within the university to achieve the University’s strategic goals.

The Dean is assisted by the Associate Dean who represents the School in the Dean’s absence, provides advice and counsel to the Dean, and performs other functions as assigned by the Dean.

The Dean and Associate Dean are supported by the administrative staff and directors and Ad Hoc Coordinators.

III. PROCEDURES FOR APPOINTMENT, MAJOR REVIEW, REAPPOINTMENT, AND PROMOTION AND TENURE REVIEW

A. CRITERIA FOR APPOINTMENTS AND PROMOTION

All faculty are expected to contribute to Michigan Tech’s educational mission and to display the academic citizenship required for scholarship, professional service, and instructional quality. The following criteria apply to specific position ranks:

1. CRITERIA FOR THE RANK OF ASSISTANT PROFESSOR

The candidate should:

Have a terminal degree appropriate for the primary teaching responsibilities of the position.

Demonstrate the ability to be an effective teacher.
Demonstrate a capacity to develop a record of research and publication.

2. CRITERIA FOR THE RANK OF ASSOCIATE PROFESSOR

The candidate must meet all requirements for the rank of Assistant Professor and the following:

Research: The candidate must maintain a continuing and active participation in peer reviewed scholarly research by publishing journal articles and making presentations sufficient to demonstrate research productivity beyond the dissertation. The candidate should develop recognized expertise in a particular area or areas, and must demonstrate a strong likelihood of continued research after promotion.

Teaching: The candidate must have a successful record as a teacher and present evidence verifying his/her successful teaching. Evidence can include acceptable or above average student evaluations, acceptable evaluations from senior faculty class visitations, development of innovative teaching techniques, implementation of meaningful assessment efforts, alumni(ae) endorsements, advising of undergraduate students, the supervision of graduate students, and service on graduate student thesis and/or dissertation committees.

Service: The candidate must be an active participant in service activities recognized by the University and School. He/she must have worked constructively with faculty colleagues. In evaluating service activities, the following items may be considered: active participation on school or University committees, professional community contributions (e.g., lending professional consulting expertise to the community), advising of student groups, undertaking School projects, participation in professional societies (including service as officer, program participant, or organizational coordinator, reviewer of manuscripts and proposals, and service on editorial boards).

3. CRITERIA FOR THE RANK OF PROFESSOR

The professor appointment requires an earned doctoral or terminal degree or equivalent and demonstrated sustained quality teaching, wide recognition for scholarly activities and substantial service to the University and the profession. Promotion to professor is based upon candidate’s record after promotion to associate professor.

The candidate must meet all requirements for the rank of Associate Professor and the following:

Research: Candidates must have produced a significant body of scholarship such that they have wide recognition for scholarly activities. Scholarly achievement and professional activity are defined as significant if they result in national and/or international recognition by a meaningful number of peers in the individual’s area of specialization. The candidate must have continuing and active participation in peer reviewed scholarly research such as publishing journal articles, proceedings, books, and making presentations. Activity as the principal investigator on funded research is further evidence of scholarly research activity. The candidate should develop external scholarly recognition in at least one area of expertise.
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Teaching: Candidates must demonstrate sustained quality teaching. Evidence may include student evaluations, continued class visitations from senior faculty members, further development of innovative teaching techniques, continued implementation of successful assessment efforts, advising of undergraduate students, the supervision of graduate students, and service on graduate committees.

Service: Candidates must demonstrate a leadership role in service to the University or School and to their discipline. Evidence may include service on the University Senate, chairing important University and School committees, and active professional leadership such as book, manuscript, prospectus, and research proposal reviews for outside agencies, publishers, or organizations, and service on committees or as officers of professional societies.

Additional recognition: Some candidates may receive additional recognition in their academic disciplines that support their candidacies for promotion. Examples of evidence to support this recognition may be special honors received by national or international professional societies, outstanding scholar awards, or receipt of funding that supports the mission of the school.

4. CRITERIA FOR RANK OF INSTRUCTORS, LECTURERS, SENIOR LECTURERS, AND PROFESSORS OF PRACTICE

Non-tenure track faculty provide teaching and specialized expertise. Criteria for these ranks are given the Section 1.5.5 of the Faculty Handbook.

Expectations for Instructors are to teach courses. Expectations for Lecturers, Senior Lecturers and Professors of Practice may include:

- Delivering existing courses
- Developing new teaching materials and course segments
- Developing new courses which keep pace with changes in the discipline
- Representing the School in its relationships within the University
- Advising undergraduate students
- Engaging in scholarly activities and conduct research
- Serving on School and University committees
- Active participation in professional societies
- Maintaining continuing and active participation in professional activities to meet faculty qualification standards in the area in which they are teaching.

B. APPOINTMENT PROCESS

Ad hoc committees will be formed to recruit and fill all primary faculty positions. Members of the committee will generally be faculty in the position discipline. Supportive faculty position will be filled through joint consultation between the Dean and the faculty in the academic discipline.
C. ANNUAL REVIEWS

Each non-tenured, tenure-track faculty member must receive a written, individual evaluation on at least an annual basis. It will be the responsibility of the Dean to provide this written evaluation. The Dean will follow the procedure specified in Appendix I of the Faculty Handbook. To facilitate this review, all faculty members must keep their files up to date, including Digital Measures, their CV, and the files in the "summary binder" that is stored with the Director of Administration.

D. PROMOTION AND TENURE REVIEW PROCESS

The tenure and promotion review process for faculty of Michigan Technological University is contained in Appendix I of Michigan Technological University's Tenured and Tenure-Track Faculty Handbook. The remainder of this document contains details specific to the School of Business and Economics (the School) that supplement and are in concert with the general process and definitions outlined in Appendix I.

Consideration for reappointment begins with a review performed by the TPR Committee if the candidate's principal academic appointment is in the School of Business and Economics (i.e., the candidate holds an appointment of fifty percent or more of full-time in the School). The committee sends its written evaluation and recommendation to the Dean and the Dean also makes a written recommendation on reappointment of the candidate. All recommendations must indicate whether reappointment is recommended.

1. TENURE, PROMOTION, AND REAPPOINTMENT COMMITTEE:

This Committee

- Makes reappointment recommendations for tenure-track faculty, lecturers, and professors of practice to the Dean,
- Makes recommendations on promotion and tenure decisions,
- Makes recommendations to the School of Business and Economics tenured faculty on emeritus/emerita status to retiring faculty members,
- Continuously reviews the School of Business and Economics promotion and tenure procedures and policies and recommends revisions to the faculty,
- Reviews sabbatical leave requests, and
- Is comprised of five tenured School of Business and Economics faculty members who receive a plurality of votes cast by tenured and tenure track faculty.

Members serve staggered three-year terms and cannot serve successive terms (see below if no one is eligible). The three year terms begin according to the following schedule, which remains regardless of the faculty who fill these terms: One term (which began in May 2008), two terms begin in the following year, and two terms begin in the year after that. This pattern of terms repeats in a continuing three year cycle.
The tenured and tenure-track faculty will elect replacements to serve for only one-year for Committee members who are on sabbatical or professional leave or who request consideration for promotion to full professor. Following completion of a leave or promotion review, the faculty member will complete the remainder of their term on this committee.

If a member of the TPR will be absent from the committee for two years, the tenured and tenure track faculty will elect a replacement for each year of the two years. Replacement members serve for one year only.

Faculty are eligible for election as replacement or regular members of the TPR unless they have actively served on the TPR the preceding three consecutive years.

In the case where there are insufficient tenured faculty available to serve on the TPR committee because of faculty on a sabbatical leave; those on a one semester sabbatical leave are eligible to serve as follows: Fall semester sabbatical—this faculty can serve on the Interschool Committee in the spring semester following their sabbatical. Spring semester sabbatical—this faculty is eligible to serve on the School’s TPR committee in the summer and fall semester prior to their sabbatical. In the event that there are no eligible tenured faculty to be elected to the TPR in a given year (either as permanent or replacement members), the tenured faculty who has served on the TPR the fewest number of years during the previous 6 years will serve for one year.

2. INTERSCHOOL COMMITTEE

Section 5.4.2.2 of Appendix I of the Faculty Handbook defines the Inter-School Committee and requires two tenured faculty members from the School of Business and Economics. These members will serve staggered two year terms and cannot serve on the School TPR committee or participate in any promotion or review decision at the School level. Faculty being considered for promotion may not serve that year. Inter-School members are elected by a plurality of votes cast by the tenured and tenure track faculty from among the eligible tenured faculty after the TPR committee votes are conducted. If a representative will be absent in the second year of their term, a replacement will be selected for one year to keep the staggered two year term schedule in place. If possible, representatives will not serve consecutive terms. In the event that there are insufficient eligible tenured faculty members, the procedures for insufficient members of Section A above will be followed as closely as possible.

3. REVIEW TIME SCHEDULE

Before April 1, the Dean will establish the time schedule for the following academic year for the major, mandatory tenure, and promotion review process. This will be consistent with and will meet the requirements of the schedule established by the Provost.

DATES THAT MUST BE ESTABLISHED EACH YEAR:

Notification of required reviews – the Dean notifies the TPR of all major and mandatory tenure reviews that must be completed. The initial notification date will be set after the release of the Board of Control agenda for its May meeting and before the beginning of the
first track of summer session. The membership of the TPR Committee will be determined shortly after this date.

**TPR review dates** – Following are the dates that need to be specified for the the TPR committee’s major, mandatory tenure, and early tenure and promotion reviews (and other reviews requested by the Dean).

Major review dates, in chronological order:

a. Faculty binder revision date – all primary and supportive faculty undergoing review update their vitas and files. All primary and supportive faculty will maintain “documentation binders” with complete information about their research, teaching and service activities in an organized fashion without undue detail as supporting documentation for accreditation, reviews, and SBE publicity. TPR review date – the TPR must complete its review of the files and provide written recommendations to the Dean for major reviews.

Promotion and tenure (mandatory tenure as well as early tenure or promotion) review dates, in chronological order:

a. Initial notification date – early tenure or promotion review candidate notifies TPR and the Dean of desire to be reviewed.

b. External reviewer identification date – candidate provides external reviewer information (see section 5b) to the TPR. The TPR identifies and compiles the same information for its list of external reviewers.

c. External reviewer acceptance date – external reviewer accepts this assignment.

d. External reviewer packet date – candidate packet mailed to external reviewers.

e. External review due date – external reviews due to the TPR Committee.

f. File review date – TPR Committee begins reviewing the candidate’s file.

g. Inter-school committee review date – University established date when the School promotion and tenure files must be delivered to the Provost’s office for review by the Inter-school Committee.

4. REQUESTS FOR PROMOTION REVIEWS AND REQUESTS FOR EARLY TENURE

A faculty member may request consideration for tenure prior to the mandatory year by following the procedures and meeting the criteria described in Appendix I of the Michigan Technological University Faculty Handbook (Section 5.6). Prior to this request, candidates are urged to consult with the school Dean and the TPR Committee Chair about their chances of successfully achieving early tenure.
A candidate requesting early tenure (review before the mandatory year) or promotion in the subsequent academic year must inform the Chair of the TPR Committee and the Dean in writing by the initial notification date. This requirement does not include faculty who will be facing a mandatory review in the subsequent academic year.

5. STEPS OF THE TENURE REVIEW PROCESS:

The review process for all School faculty members for tenure consideration coincides with Appendix I of the Faculty Handbook and includes the following additional details and dates:

a. Following the notification date but before the external reviewer identification date, the TPR Committee, or at least two members thereof, will meet with the candidate to discuss the review process, answer questions and concerns, and clarify the timetable and documents required. The candidate should also meet with the Dean for this purpose. From this point on, the candidate should direct any other questions or communications to the Chair of the TPR Committee or the Dean.

b. By the external reviewer identification date, all faculty who are to be considered for tenure and/or promotion in the subsequent academic year must provide the Chair of the TPR Committee with:

- a list of no fewer than five potential external reviewers,
- a short biographical sketch (150 word maximum) of each potential external reviewer, and
- a statement that fully discloses the nature of the relationship (if any) the candidate has with each external reviewer.

c. Except for those facing mandatory review, if this is not done by the external reviewer identification date, the review process is terminated for that year.

d. By the external reviewer identification date, the TPR Committee will assemble (1) a separate list of no fewer than five potential external reviewers, and (2) a short biographical sketch (150 word maximum) of each potential external reviewer. External reviewers should be tenured at their institution, well established scholars in the candidate’s field of expertise, and have the ability to provide an objective evaluation of the faculty member.

e. The information collected on the potential external reviewers by both the candidate and the TPR Committee will be submitted to the Dean by the external reviewer identification date. The Dean may provide feedback to the TPR Committee on this list of potential external reviewers. The choice of the external reviewers is ultimately the responsibility of the TPR Committee. The relevance of the scholar’s evaluation to the recommendation in question should be specified.

f. By the reviewer acceptance date, the TPR Committee will obtain "willingness to serve" commitments from at least 5 external reviewers for each candidate selected from the
combined lists. The external reviewer will be asked to provide the TPR Committee, by the external reviewer acceptance date, a current CV and a statement that fully discloses the nature of the relationship (if any) that the external reviewer has with the candidate. External reviewers will be reminded to submit their review letters by the external review due date. The letter to the external reviewer from the TPR Committee will specify the items to be examined and evaluated. The School promotion and tenure guidelines will be included as an attachment to the letter sent to the external reviewers. Treatment of letters received from external reviewers will follow the procedures specified in Appendix I of the Faculty Handbook.

g. By the reviewer packet date, the candidate will submit to the Chair of the TPR Committee a packet that will be sent to external reviewers. This should include: (1) a current CV, (2) a Statement of Research that includes (at a minimum) a description of the candidate’s research area, a summary of their published work including evidence that indicates the strength and trajectory of ongoing and future research, and (3) reprints of at least three peer-reviewed, published works. The format of the packets to be submitted electronically will be specified by the Dean when the dates are specified (before April 1).

h. It is the candidate’s responsibility to prepare their File for Tenure and Promotion in accordance with Appendix I, Section 5.3 of the Michigan Technological University Faculty Handbook. The candidate will submit their file by the file review date. The candidate must provide the information as specified by the university form “Checklist For Promotion and/or Tenure Recommendations”. To provide a strong case for consideration, the file prepared by the candidate should include the following.

- All required, completed University forms.
- Current CV
- A Statement of Research.
- Reprints of published (or accepted for publication) peer-reviewed journal articles, refereed conference proceedings, refereed book chapters, and books.
- Evidence of future research potential.
- Indicators of the quality of the candidate’s published works: Measures of quality can include information about the quality of the journal such as publisher, editor, editorial review board, review process, acceptance rate, information from Cabell’s or similar sources, the journal’s impact factor, ranking on a journal list, or other information the candidate wishes to provide. The candidate can also provide direct measures of article quality such as citations, best paper awards, etc. The candidate should also provide information as to the source for these measures. If measures of quality are not available, the candidate should clearly state this.
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- Copies of proposals of accepted educational or scholarly grants that resulted in external and/or internal funding in which the candidate was principal or co-principal investigator.

- A Statement of Teaching that includes the candidate’s approach to teaching, a summary of any innovations, course development, and/or teaching related accomplishments.

- Evidence of teaching quality beyond what the University forms require such as course materials, teaching awards, peer evaluations, curriculum development, and copies of summary student satisfaction evaluations for all courses taught. Documentation of additional teaching related activities such as special topics classes, work with graduate students, thesis or dissertation committee work and advising should be included.

i. Following the external review due date, the TPR Committee will examine the candidate’s files and the external reviewer letters and prepare a recommendation about promotion and/or tenure for the candidate. The Committee will consult with tenured faculty in the candidate’s discipline within the School who are not also members of the TPR Committee. This consultation will occur in a formal TPR meeting with the purpose of seeking information about the state of research, teaching, and service in the candidate’s field, not an assessment of the candidate. Any unsolicited information provided outside of this process will be handled as described in section 5.7 of Appendix I of the University Tenure, Promotion, and Reappointment Procedures.

j. By the Inter-school committee review date, the TPR’s recommendation will be placed in the candidate’s file and the file. The Dean makes a written recommendation and these two recommendations are sent to the Provost. All recommendations must indicate whether reappointment is recommended. Simultaneously, the Dean is to inform the candidate, in writing, whether or not reappointment is recommended. In cases where the recommendation is against reappointment, the Dean may, upon the request of the candidate, provide a written statement of the reason(s) for the negative recommendation, specifying areas where the candidate’s performance is deficient.

6. REVIEW FOR PROMOTION TO FULL PROFESSOR

The review procedures for promotion exactly parallel those for tenure review listed above or in Appendix I with the substitution of the word Promotion for Tenure, with the following exception:

In the case of requests for promotion from Associate to Full Professor, all external reviewers must be at the rank of Full Professor at their institution.
7. REVIEW FOR PROMOTION TO SENIOR LECTURER

Non-tenure track faculty in the rank of Lecturer who wish to be considered for promotion will submit documentation similar to that contained on the F-Form for tenure track faculty by the faculty binder revision date. The promotion process will be:

1. The School Tenure, Promotion and Reappointment committee makes a written recommendation and forwards it with the documentation to the Dean.

2. The School Dean makes a written recommendation and forwards it with the documentation to the Provost.

IV. ROLE OF PROFESSIONAL STAFF AND SUPPORTIVE FACULTY IN UNIT GOVERNANCE

The administration consists of the Dean, the Associate Dean, administrative staff and primary faculty who serve as academic directors or as ad hoc coordinators. The supportive faculty consists of instructors, adjunct faculty, and visiting faculty who participate in the teaching, research, and/or instructional programs of the School. Administrative staff and supportive faculty may serve as ex-officio members of committees but are normally non-voting members.

V. SABBATICALS

The School follows University procedures described in Appendix E of the Tenured/Tenure-Track Faculty Handbook

The Dean will request a recommendation from the TPR Committee before acting upon a sabbatical leave proposal. The TPR Committee will review the proposal with the faculty member making the request, and provide constructive feedback to strengthen the document, if required, before tendering a recommendation.

VI. EMERITUS/EMERITA STATUS

See University Senate Proposal 20-02 for the process of awarding emeritus status.

The following describes the School’s nomination procedures for and privileges of emeritus (emerita) faculty.
A. PROCESS FOR GRANTING EMERITUS/EMERITA STATUS

Recommendations on emeritus/emerita status can originate from the School's TPR Committee, the Dean, or the retiring faculty member. The TPR Committee will review credentials of the applicant and will make a recommendation on emeritus/emerita status to the Dean. The TPR Committee will report its recommendation concerning emeritus/emerita status to the SBE faculty.

After reviewing the TPR recommendation, the tenured faculty members will vote to recommend emeritus/emerita status for the applicant. The process will end if a simple majority of tenured faculty members declines to recommend emeritus/emerita status.

The Dean will forward the faculty's recommendation on emeritus/emerita status for the applicant to the Administration only if the School's tenured faculty recommend emeritus/emerita status. The Dean will attach the TPR Committee's recommendation and the School's tenured faculty's recommendation. Simultaneously, the Dean must inform the candidate, in writing, of the recommendation.

B. APPEALS

A retiring faculty member may ask the Dean to review a negative recommendation for emeritus/emerita status by the TPR or the faculty.

The Dean must provide a written explanation to the TPR Committee and the faculty if he/she decides that emeritus/emerita status should be granted despite a negative recommendation from the Committee.

The TPR and the faculty will then reconsider the case and a new vote will be conducted.

A retiring faculty member may ask the Dean to appeal to the President for a review of a Provost's decision not to recommend emeritus/emerita status.

VII. GRIEVANCES

The SBE follows the University's Grievance Policy and Procedure (see Section 8.1 of the Tenured/Tenure-Track Faculty Handbook) to initiate, review, and resolve faculty grievances.

For grievances within the School, the grievance committee is formed as follows.

The School's University Senator or Alternate will ask the grievant to identify two primary tenured faculty members from the School as possible committee members.

The School's University Senator or Alternate will ask the grievee (the person against whom the grievant has a grievance) to identify two primary tenured faculty members from the School as possible members for the Committee.

The grievee will select one of the two faculty members identified by the grievant as a committee member.
The grievant will select one of the two faculty members identified by the grievee as a committee member.

The University Senate President, in consultation with the University Ombudsperson, will select a tenured faculty member from another University academic unit as the third person on the committee.

For grievances between a School faculty member and a person in another University unit, the grievance will be referred to the University-wide Faculty Review Committee (FRC) or to the University Ombudsperson for review.

The grievance procedure will follow Senate proposal 23-00 including the use of forms to track the grievance and compliance with timeliness requirements.