

SBE CHARTER

January 18, 2008

Shaded areas in text identify changes suggested at the January 11, 2008 faculty retreat. Later in spring semester, the TPR Committee will propose language for Appendices G and I.

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SBE CHARTER

Preamble

The faculty and staff of the School of Business and Economics create this Charter to establish the administrative framework and provide for faculty participation in the governance of the School. The Charter sets forth the School structure, policies and procedures, and defines the processes by which they **are** enacted and amended.

Section 1. Shared Governance

The SBE functions under a system of shared governance. The Dean has primary responsibility for decision-making and implementing policy in the SBE. The participating faculty¹ is responsible for the School's instructional, intellectual contribution, and service missions. The SBE considers each participating faculty member to be a long-term member of the SBE who actively engages in activities beyond direct teaching responsibilities, including participation in policy decisions, development of educational directions, and engaging in advising, research, and service commitments. Each participating faculty member participates in SBE governance, is eligible to serve on SBE committees that deliberate academic policy and related issues, and may participate in non-class activities such as directing extracurricular activity, providing academic and career advising, and representing the SBE on University committees.

Section 2. Administration

The SBE administration consists of the Dean, the Associate Dean, administrative staff and participating faculty who serve as academic directors or as *ad hoc* coordinators.

- 1. The Dean:** The Dean is the chief academic and administrative officer of the School of Business and Economics. The Dean oversees all SBE 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 SBE students access to quality education in business and economics, that allows SBE faculty and staff to fulfill their responsibilities, and otherwise ensures that the SBE 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, lead the SBE's advancement and fundraising efforts, make recommendations to the Provost on faculty hiring, promotion, and tenure issues, foster diversity within the SBE, ensure the maintenance of the SBE's AACSB accreditation, and work cooperatively within the MTU and external communities to achieve MTU's strategic goals.
- 2. The Associate Dean:** The Associate Dean reports to the Dean, represents the SBE in the Dean's absence, provides advice and counsel to the Dean, and performs other functions as assigned by the Dean.
- 3. Administrative Staff:** SBE administrative staff assists the Dean and the faculty in achieving the SBE mission.

¹ Tenured and tenure track faculty and lecturers and professors of practice comprise the participating faculty. See Section 3.

4. **Ad Hoc Coordinators:** The Dean may appoint SBE participating faculty as ad hoc coordinators (e.g., diversity coordinator, assessment coordinator) with well-defined, focused administrative responsibilities
5. **Academic Directors:** The Dean may appoint SBE participating faculty as academic directors (such as the Director of Graduate Programs) who interface with standing SBE Committees in administering, implementing, and overseeing established SBE policies and procedures. The Dean will solicit nominations from the faculty and consult with faculty as appropriate. Each director will serve as an ex-officio member.

Section 3. Faculty

1. **Definitions:** The faculty is grouped into areas according to their academic and professional expertise to facilitate teaching assignments, curricular planning, and recruitment. Current SBE areas are accounting, economics, finance, information systems, management (including business law and legal environment, entrepreneurship, human resource management, international business, organizational behavior, and strategic management), marketing, and operations management (including quantitative methods).

The SBE uses the nomenclature of the Association to Advance Collegiate Schools of Business (AACSB) to classify faculty members as participating and supporting. The participating faculty includes tenured and tenure-track faculty (TTTF), lecturers, senior lecturers, and professors of practice. The supporting faculty consists of instructors, adjuncts, and visiting faculty.

A. The participating faculty

1. The tenured faculty are professors and associate professors who have received tenure from the University. The tenured faculty is expected to satisfy SBE and AACSB standards for academic qualifications.¹
2. The tenure-track faculty are professors, associate professors and assistant professors who will be considered for tenure upon completion of their probationary period.² Tenure-track faculty must have earned terminal degrees that satisfy AACSB academic qualification standards and demonstrate the capacity to be effective teachers and to make (or show evidence of) appropriate intellectual contributions in their fields.
3. Lecturers and senior lecturers deliver courses in their area of expertise. Lecturers and senior lecturers must have a master's degree and professional experience related to the discipline appropriate to their instructional responsibilities. They are expected to satisfy SBE and AACSB standards for professional qualification.
4. Professors of practice must have professional experience in the field in which they teach that is significant in duration and level of responsibility and current at the time of hiring. They are expected to satisfy SBE and AACSB standards for professional qualification.

¹ See Appendix I for the SBE's standards for academic and professional qualifications.

² Mandatory tenure decisions are made in the second, fourth, and sixth years of probationary periods for tenure-track professors, associate professors, and assistant professors, respectively. Tenure-track faculty may request early consideration for tenure. See Appendix G for information on the tenure process.

5. Some participating faculty may have joint appointments with one or more other MTU academic units.

B. The supporting faculty

1. Instructors are temporary employees with contracts of no more than one year. They must have (1) a master's degree or (2) a bachelor's degree and employment experience or professional certification in a field appropriate to their instructional responsibilities.
2. Adjunct faculty are MTU faculty not employed within the SBE but, because of training, experience, credentials, or interest, participate in the teaching, research, and/or instructional programs of the SBE. Their terms of appointment will be established through joint consultation between the Dean and the TPR Committee who will also review their appointments every three years. They are appointed at the same rank attained in their primary department.
3. Visiting faculty members are guests from other institutions. They are appointed at the same rank attained in their home institution. Their terms of appointment will be established through joint consultation between the Dean and the TPR Committee. Usually visiting faculty appointments are for one academic year or less.

2. Rights and Responsibilities

A. Governance:

1. All SBE participating faculty members are expected to participate in the intellectual and operational life of the SBE. They have deliberative and involvement rights on faculty issues and are eligible to serve on SBE committees and to participate in SBE governance.
2. The supporting faculty does not, as a rule, participate in the intellectual or operational life of the SBE beyond direct performance of teaching responsibilities.

B. Freedom of Speech: All SBE faculty members have the same rights, privileges, and responsibilities of free speech, thought, and action **as conferred under the United States' Constitution**. Their position, however, imposes special obligations, such as emphasizing that they are not institutional spokespersons and exercising appropriate restraint.

C. Faculty Ethics and Conduct: The SBE expects all faculty to uphold the highest standards in all their academic and scholarly endeavors and relationships with other faculty, staff, and students and to follow the University's Statement on Professional Ethics, the University's Conflict of Interest Policy, the University's Discrimination and Harassment Policy, and other University policies and procedures.

Section 4. Committees

The SBE participating faculty contributes to SBE and University governance through a range of standing and *ad hoc* SBE and University committees. Faculty committee members represent and, when appropriate, solicit faculty viewpoints and interests.-Any participating faculty member can provide input to any SBE committee.

1. Eligibility and Related Issues:

- A. Unless otherwise indicated, all SBE participating faculty members are eligible to serve as members of SBE and University committees if they are not on sabbatical or professional leave with the exceptions that: (1) faculty on sabbatical or professional leave can serve on graduate student thesis committees (2) the Dean, Associate Dean, and University administrators with academic appointments in the SBE may serve as ex-officio members of SBE committees but may not vote on issues within the committee, and (3) SBE academic directors may serve as ex-officio members of SBE committees in their area of responsibility, but may not vote on issues within the committee.
 - B. A SBE faculty alternate may replace a SBE faculty member serving on a SBE or University committee for the duration of his/her professional or sabbatical leave.
 - C. The Dean will annually solicit requests for Committee assignments from SBE faculty members and will try to honor those requests.
 - D. Unless otherwise stated, committee appointments are on an annual basis.
2. **Tenure, Promotion, and Reappointment (TPR) Committee:** This committee:
- A. Conducts annual reviews of tenure-track faculty and lecturers, makes reappointment recommendations for tenure-track faculty and lecturers to the Dean, and communicates its recommendations to tenure-track faculty and lecturers,
 - B. Makes recommendations to the Dean on promotion and tenure decisions,
 - C. Makes recommendations to the SBE tenured faculty on emeritus/emerita status to retiring faculty members,
 - D. Continuously reviews the SBE's promotion and tenure procedures and policies and recommends revisions to the faculty,
 - E. Conducts periodic reviews of tenured faculty, and
 - F. Selects recipients of the SBE's Research Award
 - G. Is comprised of five tenured SBE faculty members who receive a plurality of votes cast by tenured and tenure track faculty.
 - H. Members serve staggered three-year terms and cannot serve successive terms.
 - I. The tenured and tenure-track faculty will elect one-year replacements for TPR Committee members who are on sabbatical or professional leave or who request consideration for promotion to full professor.
3. **Strategic Planning Committee:** This committee
- A. Works with the Dean to formulate and monitor the SBE's strategic plan and the SBE's Mission and Vision statements,
 - B. Works with the Dean to monitor SBE compliance with AACSB accreditation standards and annually reports to the faculty on the SBE's AACSB accreditation situation,
 - C. Maintains the currency of the Preconditions and Mission and Objectives sections of the SBE's AACSB accreditation materials, and
 - D. Makes recommendations to the Dean on strategy and-hiring issues.

- E. The Dean appoints its members annually. The Dean or Dean's designee may serve on an ex-officio basis. Its chair must be a tenured faculty member and a majority of its members must be TTTF.
4. **Student Services and Outreach Committee:** This committee assists undergraduate students with their academic and professional development. It
- A. Assists SBE and MTU staff in supporting and organizing activities to promote the recruitment, retention, and placement of a diverse SBE student body,
 - B. Identifies and promotes professional development opportunities for SBE undergraduate students,
 - C. Recommends support services for SBE students on academic probation,
 - D. Monitors SBE instructional support activities,
 - E. Promotes undergraduate student membership in SBE student organizations,
 - F. Identifies and/or recommends student recipients for SBE and MTU awards and scholarships,
 - G. Recommends a SBE faculty member for the University Scholarship Committee, and
 - H. Works with the Dean and the SBE Outreach Coordinator to foster and enhance alumni relations.
 - I. The Dean appoints its members annually. The Dean or Dean's designee may serve on an ex-officio basis.
5. **Undergraduate Programs Committee:** This Committee
- A. Continuously monitors and assesses the SBE's undergraduate curriculum,
 - B. Develops and implements undergraduate program strategies,
 - C. Develops policies and procedures for the undergraduate programs,
 - D. Gathers information from stakeholders on the appropriateness of the SBE undergraduate curriculum,
 - E. Makes recommendations to the faculty on course change requests and other undergraduate curricular issues, and
 - F. Links assessment and AACSB standards.
 - G. The Dean appoints its members annually. The Dean or Dean's designee may serve in an ex-officio capacity. A majority of its members must be TTTF.
6. **The Graduate Programs Committee:** This Committee
- A. Continuously monitors and assesses the curriculum of the SBE's graduate programs,
 - B. Develops and implements graduate program strategies,
 - C. Develops policies and procedures for the graduate programs,
 - D. Gathers information from stakeholders on the appropriateness of the SBE graduate curriculum,
 - E. Makes recommendations to the faculty on course change requests and other graduate curricular issues,

- F. Links assessment and AACSB standards, and
 - G. Monitors admission, enrollment, scholarships and Graduate Teaching Assistantships.
 - H. The Dean appoints its members annually. The Dean or Dean's designee may serve in an ex-officio capacity. Members must be members of the University's Graduate Faculty.—Its chair must be a SBE tenured faculty member.
7. **Other Committees:** The Dean may establish ad hoc SBE committees. The establishment of ad hoc committees must be announced at the appointment of its members.
8. **University Committees**
- A. The University Senate: The SBE participating faculty elects the SBE representative and alternate to the University Senate. Both the representative and alternate must be members of the participating faculty.
 - B. Other University Committees: The Dean or the University Administration may appoint SBE nominees or representatives to other University Committees or request the faculty to elect nominees or representatives to these Committees.

Section 5. Governance Procedures

1. **Meetings:** Faculty meetings will be held at least twice per semester during the academic year at a regularly scheduled time to be announced at the beginning of each semester. The Dean or Dean's designee will conduct these meetings and faculty members' right of input will be respected. The Dean's Assistant will verify that a quorum of one-half of the participating SBE faculty is present at meetings in which faculty votes are conducted.
2. **Emergency Meetings:** From time to time, the Dean may call emergency meetings in situations that the Dean believes require immediate faculty action. Emergency meetings will be conducted under the same procedures as regular meetings.
3. **Voting Eligibility:** Unless otherwise indicated in this Charter, all participating SBE faculty (including those on sabbatical or professional leave) can vote. Supporting faculty and administrative staff may attend and participate in discussions at SBE faculty meetings but cannot vote. The Dean can only vote in the case of a tie vote.
4. **Voting:** Faculty votes are required when University policy or this Charter specify faculty approval.
5. **Majorities:** Unless otherwise specified by this Charter, a simple majority of participating faculty voting on any issue is necessary for approval.
6. **Secret ballots:** A secret ballot will be used to select members of the Tenure, Promotion and Reappointment (TPR) Committee. Voice votes at faculty meetings will be used for other issues unless one participating faculty member requests a secret ballot.

Section 6. Responsibility and Procedures for Curricular Policy

1. The SBE faculty establishes the SBE's curriculum and oversees curricular policy.
2. The Undergraduate Program Committee is responsible for ongoing assessment of BSBA core requirements and for proposing changes in the BSBA core requirements.

3. Participating faculty may propose changes to undergraduate courses or curriculum within their area. The SBE's Undergraduate Program Committee will review these proposed changes and make recommendations to the SBE faculty. A majority of the SBE participating faculty must approve undergraduate curricular changes.
4. The Graduate Program Committee is responsible for ongoing assessment of graduate degree core requirements and for proposing changes in these core requirements.
5. Any member of the SBE's graduate faculty may propose other changes to the graduate curriculum or programs to the Graduate Programs Committee, which will review proposed changes and make recommendations to the SBE faculty. A majority of the SBE's graduate faculty must approve graduate curricular changes.
6. The Dean and other SBE administrative personnel will implement faculty approved curricular changes.

Section 7. Procedures for Allocating Office, Teaching and Professional Resources

1. **Office Resources:** The Dean will allocate office space with a goal of a private office with adequate furnishings for each participating faculty member. When assigning offices, the Dean will consider individual faculty requests, but may assign offices to facilitate collegiality and mentoring.
2. **Teaching and Professional Resources:** The Dean will allocate faculty development funds from the SBE budget to support the research and teaching responsibilities of faculty. An equal amount of funding will be available for each faculty member (including those on sabbatical leave, but not those on professional leave) to utilize for (a) travel to professional conferences for substantive intellectual contributions and professional service, (b) travel for research projects and (c) purchase of materials to support teaching and research. Faculty may submit requests for additional resources to the Dean who will allocate resources, as available and appropriate.
3. **Appropriate classrooms:** The Dean will work with Office of Student Records and Registration to assign classrooms, whenever available, that are appropriate for the pedagogy that SBE faculty members use in their classes.

Section 8. Work Loads

1. **Teaching Assignments**
 - A. **Adequate Faculty Resources:** The Dean is responsible for ensuring that there are adequate faculty resources to implement the SBE's curriculum.
 - B. **Academic Year Assignments:** The Dean determines teaching assignments. Faculty in each discipline will meet annually with the Dean or Dean's designee to discuss teaching assignments and scheduling. The Dean will consider faculty research and professional development activities in determining teaching assignments, will make efforts to assure that assignments are equitable among faculty members and that there is an equitable sharing of lower and upper division and graduate teaching responsibilities.
 - C. **Summer Assignments:** The Dean or Dean's designee will annually solicit requests for summer teaching assignments and will rotate available summer teaching assignments among faculty members with appropriate backgrounds. Tenure-track faculty must be making good progress toward tenure to be eligible

for summer teaching. The University's summer school program determines the summer course schedule. There is no compensation for independent study and directed research courses and courses not approved by the summer school program.

2. Teaching Loads

- A. **Tenured faculty:** The standard teaching load for tenured faculty is five sections per academic year. The Dean may reduce this load for faculty with intellectual contributions substantially greater than SBE criteria for academic qualification.
 - B. **Tenure-track faculty:** The standard teaching load for tenure-track faculty is four sections per academic year in order to encourage satisfactory progress toward tenure.
 - C. **Lecturers and senior lecturers** are expected to teach eight sections per year unless reduced by other assignments in the SBE.
 - D. **Professors of practice** will negotiate their teaching loads annually with the Dean.
 - E. **Supporting faculty:** The Dean will negotiate teaching loads with supporting faculty.
3. **Service:** Tenure track faculty are expected to serve on one standing or *ad hoc* committee and, if they so desire, may serve on a second *ad hoc* or standing committee. All other participating faculty are expected to serve on up to two standing or *ad hoc* SBE committees. Faculty electing to serve on a University committee or position requiring a significant time commitment (e.g., the University Senate) may negotiate with the Dean for reduced service within the SBE.

Section 9. Faculty and Staff Reviews

1. **Administrative staff:** The Dean will conduct annual reviews of staff according to University policies and procedures. Faculty may be invited to participate in these reviews.
2. **All Faculty**
 - A. **Annual Salary Adjustments:** The Dean will review all faculty members annually for salary adjustment purposes. This review will be done in accordance with University procedure. The Dean, with advice from the participating faculty, will establish a process for internal salary allocations. The Dean will provide written documentation to each participating faculty member on how his/her salary was determined. Faculty members may request to meet with the Dean to discuss their reviews.
3. **Participating Faculty**
 - A. **Tenure-track faculty**
 1. **Dean's Review:** Annually, the Dean makes recommendations to the University administration on contract renewals for tenure-track faculty. The Dean will provide guidance to all tenure-track faculty on their progress toward tenure as part of this process.
 2. **TPR Committee Reviews:** As part of the University's and the SBE's tenure and promotion process, the TPR Committee annually examines the

performance of each tenure-track faculty member and makes recommendations to the Dean on contract renewals.

B. Tenured faculty

1. **Ad hoc reviews:** Tenured faculty members may ask the Dean and/or the TPR Committee to perform *ad hoc* reviews that will provide them with guidance in their progress toward promotion.
2. **TPR reviews of promotion:** The TPR Committee will follow established University and SBE tenure and promotion policy in evaluating tenured faculty requests for promotion (see Appendices G and H).
3. **TPR Committee Periodic Peer Reviews of Tenured Faculty Activities:** The TPR Committee will periodically conduct peer reviews of all tenured SBE faculty members' teaching, intellectual contributions and service. This procedure will provide constructive input to faculty members, insure their efforts are commensurate with the SBE's mission, and monitor their academic qualifications for AACSB accreditation purposes. The TPR Committee's review and the faculty's self-review materials described in Appendix F will become part of their personal file.

C. Lecturers, Senior Lecturers, and Professors of Practice

1. **Dean's Review:** The Dean annually reviews lecturers, senior lecturers, and professors of practice and makes recommendations to the Provost on the continuation of their appointments.
2. **TPR Committee reviews:** The TPR Committee will bi-annually review the performance of lecturers, senior lecturers, and professors of practice and make recommendations to the Dean on reappointment. The Dean may also request more frequent reviews.
3. **TPR reviews of requests for promotion:** The TPR Committee will follow established University and SBE policy to evaluate lecturers' requests for promotion to senior lecturer.
4. **Supporting Faculty Reviews:** The Dean will annually review the contributions of supporting faculty, should they be considered for re-appointment. The Dean may solicit input from participating faculty in the area.

Section 10. Faculty and Staff Searches

1. **Terms of Employment, Equal Employment Opportunity:** The Dean will negotiate the terms of employment and will ensure that SBE appointment practices are consistent with the University's Equal Employment Opportunity policies and procedures.
2. **Administrative Staff:** The Dean will follow University procedures to conduct searches for candidates for SBE administrative staff positions, including an Associate Dean.
3. **Supporting Faculty:**
 - A. **Instructors:**
 1. Supporting faculty will be hired only to fill temporary instructional needs.
 2. A nationwide search is not necessary to identify candidates to fill temporary instructional needs.

3. The Dean will consult with faculty in the area of instructional need on the appropriateness of a candidate's credentials prior to hiring an instructor.

B. Adjuncts and visiting faculty:

1. The TPR Committee will review requests for adjunct or visiting status prior to offering of such appointments.
4. **Participating Faculty:** In conjunction with the Strategic Planning Committee, the Dean will determine areas for which new participating faculty members will be hired. The Dean will then form committees to perform searches as described below

A. Committee Formation and Applicant Solicitation

1. The Dean will appoint a chair who must be a member of the faculty for which the area for a new hire is being recruited and should be tenured if possible. The participating faculty in the area for a new hire will select up to three other committee members. The chair may request that the Dean appoint faculty from outside the area to serve on the committee. If possible, committee members should be tenured or tenure track faculty.
2. At its first meeting, the Dean will provide guidelines for the search process, specify the responsibilities of the committee, and set a target date for the selection of the candidate.
3. The Dean's office will assist the Committee with the administrative tasks of the search and following guidelines for the search and screening processes.
4. The Committee, in conjunction with the Dean, will draft a position description that is consonant with SBE faculty needs. The position will be announced in appropriate professional publications or placement listings.
5. Searches will follow University procedures.

B. Initial Candidate Selection

1. The Committee will screen applicants and produce a short list of candidates.
2. The Dean may also review applicants and suggest additions to the Committee's short list.
3. No interviews will occur unless the pool of candidates is diverse, subject to circumstances of the academic market.
4. When appropriate, some or all Committee members will attend academic conferences sponsoring placement services to interview the short-listed candidates. The Dean may participate in these interviews.
5. The Dean and the Committee will determine a mutually acceptable list of candidates to be invited to campus for interviews.

C. Campus Interview Process

1. A curriculum vitae of each candidate will be provided to all SBE faculty at least two work days prior to the campus visit.
2. Tenure track candidates will make presentations on their research agenda and non-tenure track candidates will make presentations on their professional or teaching agendas to the SBE faculty that are open to the University community.

D. Selecting the final candidate(s)

1. With unanimous agreement of the Dean and the Committee, an offer may be made to an outstanding candidate before other candidates have visited campus.
2. Otherwise, no offer will be made until all on-campus interviews are completed.
 - i. The Committee will solicit feedback from the participating faculty on each candidate and will facilitate a discussion of each candidate during a regular faculty meeting.
 - ii. After considering the feedback, the Dean and the Committee will mutually determine the rank order and acceptability of candidates.

E. Negotiating Salary and Tenure

1. The Dean will negotiate salary, rank, and other professional benefits with the highest ranked candidate. The Search Committee will be informed when the candidate accepts the offer.
2. Only the Board of Control is authorized to grant tenure. For appointments involving tenure decisions, SBE and University procedures will be followed.
3. Should negotiations be unsuccessful, the Dean will then negotiate with lower ranked candidates.
4. The search will be reconsidered if no candidate accepts an offer of employment.

Section 11. Emeritus/Emerita Status

1. Appendix C describes the SBE's nomination procedures for and privileges of emeritus (emerita) faculty. See also University Senate Proposal 20-02.¹
2. Recommendations for emeritus/emera status must originate from the TPR Committee and a majority of the tenured faculty must approve any TPR Committee recommendation for emeritus/emera status.

Section 12. Appointment to the Graduate Faculty

1. **Graduate Faculty members can serve as graduate advisors or members of graduate committees.**
2. The SBE follows University procedures for appointments to the University's Graduate Faculty (see <http://www.admin.mtu.edu/admin/prov/facbook/appe/eapp.htm>) and Appendix D.
3. The SBE requires its Graduate Faculty members to meet SBE standards for academic qualifications.

Section 13 Sabbaticals

1. **The SBE follows University procedures described in the *Tenured/Tenure-Track Faculty Handbook* for sabbatical leave proposals.²**
2. **The Dean will request a recommendation from the TPR Committee before acting upon a sabbatical leave proposal.**

¹ <http://www.sas.it.mtu.edu/usenate/propose/02/20-02.htm>

² see <http://www.admin.mtu.edu/admin/prov/facbook/appe/eapp.htm>

Section 14. Grievances

1. The SBE follows the University's Grievance Policy and Procedure (see <http://www.admin.mtu.edu/admin/prov/facbook/appc/capp.htm>) to initiate, review, and resolve faculty grievances.
2. For grievances within the SBE, the grievance committee is formed as follows.
 - B. The SBE's University Senator or Alternate will ask the grievant to identify two SBE participating tenured faculty members as possible Committee members.
 - C. The SBE's University Senator or Alternate will ask the grievee (the person against whom the grievant has a grievance) to identify two SBE participating tenured faculty members as possible members for the Committee.
 - D. The grievee will select one of the two faculty members identified by the grievant as a committee member.
 - E. The grievant will select one of the two faculty members identified by the grievee as a committee member.
 - F. 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.
3. For grievances between a SBE 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.

Section 15. Approval of the Charter

1. **Majority:** A two-thirds majority of the SBE participating faculty must approve the establishment of this charter and its appendices.
2. **Administrative approval:** Following approval by the participating SBE faculty, the Dean will send the charter to the Provost and President for their approval.
 - A. If the Administration does not respond within 90 days, the Charter will be considered to be approved.
 - B. If the Provost and President do not approve the charter, the Provost will meet with the Dean (and the faculty, if appropriate) to discuss issues of concern. The faculty will react to these issues and make revisions to the charter, as needed, and, following approval by a simple majority of SBE faculty, will resubmit the charter to the Provost and President.
 - C. This process will continue until a charter mutually acceptable to the SBE faculty and the University Administration is established.
3. **Partial Approval:** A two-thirds majority of the participating faculty may approve individual sections of this charter and request administrative approval of those sections prior to submission of the entire Charter. The procedure described in (2) above will apply for administrative review and faculty reaction.

Section 16. Procedure to Amend the Charter and Its Appendices

1. The Strategic Planning Committee will periodically review the Charter and suggest amendments as needed.
2. Any participating SBE faculty member may make a suggestion in writing to the Dean for an amendment to the Charter or its Appendices. The Dean will circulate the

amendment directly to the SBE faculty for its review and consideration at the next faculty meeting or to the relevant SBE committee for review and recommendation or appoint an *ad hoc* committee to review and recommendation. Committees must report their 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 24 hours prior to its discussion at a faculty meeting.

3. A two-thirds majority of SBE's tenured and tenure track faculty must approve any amendment related to the tenure or promotion procedure and criteria.
4. A two-thirds majority of the SBE's participating faculty must to approve any other amendment.
5. Following approval by the faculty, the Dean will send the amendment to the Provost and President for their approval. The Provost and President will either approve the amendment or provide the SBE with a written rationale for their objections to the amendment within 90 days of receipt of the amendment. If the Administration does not respond within 90 days, the amendment will be considered to be approved. The faculty will consider their comments and either will cancel the amendment or revise the amendment and return it to the Provost and President for their consideration.

Section 17. Conflict with University Policy and Procedures

1. University policies and procedures take precedence whenever there is a conflict between this Charter and University policies and procedures.
2. The SBE's Strategic Planning Committee will periodically review this Charter to ensure its compliance with University policy and procedures.

Appendix A

Dean Search Procedures

1. **Consistency with University Procedures:** The SBE Dean search process will follow the current University Senate proposal on College Dean searches modified to fit the circumstances of the School of Business and Economics (as of January 2007, the relevant Senate policy is Proposal 19-07 Amendment to Proposal 19-01: Search Procedure for College Deans <http://www.sas.it.mtu.edu/usenate/propose/07/19-07.htm>).
2. **Initiation of the Search Process:** The Provost will initiate the search for the SBE Dean.
3. **Search Committee:** The following representatives will serve on the Search Committee.
 - A. **SBE Representatives:** Participating SBE faculty members will elect five representatives to the Committee, of which at least four must be tenured. The Provost will ask the SBE's Senator and Alternate to solicit nominations from all participating SBE faculty and to conduct the election. The top five vote getters will represent the SBE on the Committee. Ties shall be resolved by random selection. The SBE's Senator will report the names of the SBE representatives to the SBE faculty and staff, the Provost, and to the President of the University Senate, who will announce the membership.
 - B. **Student Representatives:** The Provost will ask the Undergraduate Student Government and the Graduate Student Council each to select one representative to the Committee. These student representatives should be enrolled in the School of Business and Economics.

- C. **At-Large Representatives:** The Provost will select two at-large members from the campus community [faculty, staff, students, administrators, and alumni (ae)] to serve on the Committee.
- D. The Provost will ask Human Resources to designate a representative to serve without vote.
- E. The Provost will post a list of the names of Committee members on the SBE's website and will submit the list for publication in *Tech Topics* and *The Lode*.

4. **Meetings**

- A. **First meeting:** The Provost will call the first meeting of the Committee when at least three-fourths of Committee members have been named. At this meeting, the Provost will deliver the charge to the Committee, provide guidelines for the search process including staffing and the budget for advertising and interviewing, specify the responsibilities of the chair, associate chair, and secretary of the Committee, and inform the Committee of the role of the Board of Control in the search process.
 - 1. The Provost and the Committee will agree on a target date for the selection of the candidate and on other time lines of the search.
 - 2. The SBE's Senator or Alternate will conduct an election of a chair and associate chair from among the Committee members by written ballot at the Committee's first meeting.
- B. The Affirmative Action Officer and the Human Resources representative or other designated persons will provide an orientation for the Search Committee at the outset of the search, and will be available thereafter for any needed consultation. Committee members should discuss the legal issues involved in record keeping and be informed of their legal responsibilities and liabilities. As of the writing of this procedure, the Committee's minutes and notes must be kept for three years.
- C. The representative from Human Resources will assist the Committee with its tasks of organizing paperwork, documenting activities, advertising the position, and following guidelines for the search and screening processes.
- D. **Openness:** Searches will proceed under the principle of openness. Committee meetings will be open to members of the University community unless a closed meeting is necessary to maintain confidentiality.
- E. **Periodic Meetings with the Provost:** The Committee chair and associate chair secretary will periodically apprise the Provost of the Committee's progress.

5. **Position Description and List of Qualifications and Attributes**

- A. The Committee, with input from the Provost, from Human Resources, from appropriate administrators, and from the Affirmative Action Office, will draft a position description (e.g., qualifications, duties, expected achievements, etc.) that is consonant with the SBE's published goals, mission, and vision.
- B. Before soliciting candidates, and in consultation with the Provost, the Committee will establish the essential qualifications and desired attributes (inter-personal skills, management style, etc.) of candidates and will group (weight) the attributes by major and minor importance.

- C. The Committee will send via email or otherwise the draft position description and list of qualifications to all SBE faculty and staff and to the SBE's National Advisory Board (NAB).
- D. The Committee will post the draft position description and list of qualifications and attributes on the SBE's website and inform SBE students via email of its location.
- E. The Committee will invite comments from faculty, staff, students, and NAB members on the draft position description and list of qualifications.
- F. The Committee will hold an open meeting of SBE faculty, staff, and students to discuss the position description and the list of qualifications and attributes. NAB members may ask to participate in this discussion.
- G. The Committee will consider all comments in developing a final description and list of qualifications and attributes. The Committee will publish the final version in *Tech Topics* and *The Lode*, will post it electronically on the SBE website, and will send it to all applicants.

6. Mechanism for Identifying Candidates

- A. At the discretion of the President, the search may be conducted using the services of a search firm or consultants. The Search Committee will direct the efforts of the firm or consultants.
- B. The Committee must work with the Affirmative Action Officer and solicit applicants according to Affirmative Action Office procedures to ensure a diverse, well-qualified applicant pool that meets EEO requirements.
- C. The Committee will advertise the position in appropriate professional journals and publications, will ask faculty to nominate both internal and external candidates, and will encourage faculty to contact colleagues and send them position advertisements.
- D. The Committee will screen applicants according to its published criteria. If an applicant appears to be a strong contender for the position, the Committee will check applicant information (e.g., degrees, positions held) and references.
- E. Within time and budgetary constraints, the Committee may schedule and hold screening interviews with a select pool of candidates (usually less than 10). The identity of those interviewed will be held in confidence.
- F. As the search progresses, the Provost must approve deviations from the budgetary guidelines.

7. Semifinalist Candidates

- A. The Committee will produce a short list of candidates after considering vitae, reference letters, other relevant material, the results of any screening interviews, and the advice of the Affirmative Action Officer. These candidates will be invited for on-campus interviews and will become semifinalists on acceptance of an interview.
- B. The Committee will obtain independent assessments on semi-finalist candidates from referees not listed by the candidates. The Committee will solicit input from SBE faculty, staff, students and NAB members in identifying appropriate referees.

8. Interview Process

- A. The Committee will post a short vita of each semifinalist candidate on the SBE's website at least two work days prior to each campus visit and will inform all SBE faculty and staff members and students where these short vitas can be found.
- B. The Committee will send via email or otherwise short vitas of all semifinalist candidates to all members of the Board of Control and to all NAB members prior to candidates' campus visits.
- C. The Committee will inform the campus committee of visits of each semifinalist candidate via ***Tech Topics*** and, if possible, ***The Lode***.
- D. The Committee will ensure that a full resume of each candidate is available in the Human Resources office for examination by all University faculty, staff, and students.
- E. The Committee will ensure that a full resume of each candidate is available in the SBE office for examination by SBE faculty, staff, and students.
- F. The interview process will include, among other assessments, the response to a hypothetical job situation that reveals how the candidate approaches problem-solving, decision-making, and ethics.
- G. Each candidate will be asked to make a presentation to the SBE that is also open to the entire University community. The presentation might include, but not be limited. to the following topics:
 - 1. The candidate's administrative philosophy and a plan for meeting the SBE's short- and long-term goals.
 - 2. The direction of education in the SBE (e.g. what should and will be the attributes of the School's graduates ten years from now?).
 - 3. The resources needed to attain the SBE's goals.
 - 4. The debates and trends at the national and state level that may affect teaching and research funding opportunities for the SBE.
 - 5. Trends, directions, and opportunities for research in the field of the candidate's expertise
 - 6. The course(s) the candidate would like to teach, if time permitted.
 - 7. Responses to questions from the University community.
- H. The Committee will arrange for the candidate to meet the Provost, the President, Deans of the other Colleges and Schools, the Human Resources Director, and other appropriate personnel. Board of Control and NAB members may also request an interview.
- I. The Committee will invite oral and written feedback from faculty, staff, and students, Board of Control and NAB members on all semifinalist candidates, based on the published position description, qualifications and attributes. The Committee will share these comments with the Provost.

9. Selecting the final candidate(s)

- A. Selection of the final candidate(s) will begin only after on-campus interviews of all semifinalists are completed.

- B. After considering all feedback, the Committee will meet in closed session to develop a list of at most three acceptable individuals from the semifinalists interviewed.
- C. The Provost will also develop a list of acceptable individuals from the semifinalists interviewed.
- D. The Committee and the Provost will meet and agree on mutually acceptable finalist candidate(s). If no agreement can be reached, the search will be reopened.

10. Negotiating Salary and Tenure

- A. The Provost will negotiate with the chosen candidate(s). Should negotiations with the candidate(s) be unsuccessful, the Committee and Provost will meet to reach a consensual decision on the selection of a new finalist(s) from the list of semifinalists. The search will be reopened if no acceptable candidate is found.
- B. The Provost will negotiate tenure with the chosen candidate and with the SBE's Tenure, Promotion, and Reappointment Committee and will make any recommendation of tenure to the Board of Control.
- C. An explicit part of the negotiation will be the candidate's salary and responsibilities as a tenured faculty member should the candidate resign or be removed as dean.
- D. Other professional benefits will be negotiated between the candidate and the appropriate administrative officer(s). The Search Committee will be informed of the final accepted offer.

11. **Closure:** The Search Committee may recommend changes to this search procedure to the University Senate and to the SBE faculty for incorporation as amendments to the SBE Charter.

**Appendix B
Evaluation of the Dean**

1. Frequency

- A. The mandatory evaluation of the Dean occurs in the final year of his/her term and follows the process described below.
- B. The Provost or a simple majority vote of the tenured and tenure-track faculty may request more frequent evaluations, but not more than once per year. The evaluation must follow the procedure described below.
- C. The Dean may request more frequent evaluations.

2. Process

- A. **Committee:** The evaluation committee will consist of five participating faculty members, of which at least four must be tenured, elected by the School faculty in an election conducted by the School's Senator; a faculty representative from outside the School (to be selected by the University Senate); one undergraduate student (to be selected by USG), one graduate student (to be selected by GSC); and one member of the staff (to be selected by Staff Council). The committee at its first meeting will elect the chair of the evaluation committee.

- B. Dean's Self-Evaluation:** The Dean will prepare a written self-evaluation report for the evaluation committee. The report should include, but need not be limited to, the following information:
1. Achievement of the School goals for the period of evaluation;
 2. The School budget and its management;
 3. Growth and quality of academic, research, and service programs;
 4. Future needs and directions of the School;
 5. The charge given to the Dean or any goal of the School, which the Dean thinks is controversial in the School and the effort, the Dean has made to address the controversy.
- C. Distribution:** The report will be distributed to all school faculty and staff. After distribution, the committee will call a meeting of faculty and staff to discuss the report with the Dean.
- D. Evaluation Form:** After the meeting discussing the Dean's self-evaluation, the committee will distribute an evaluation form to all school faculty and staff. Additional questions from the Dean or the faculty may be added. The evaluation will be anonymous.
- E. Processing of Evaluations:** The faculty and staff will be given one week to return the completed form to the evaluation committee. Results will be tabulated and analyzed, but will not be segregated in any manner that may identify the status of the respondent. The committee will summarize the comments from open-ended questions from TTTF. The committee will write review statements about the major accomplishments and problem areas of the Dean. The committee also will prepare a commentary on progress in problem areas identified in previous evaluations. The committee will not release the completed evaluation forms with individual comments, except to verify the committee's summary to the Provost. These forms will be withheld from the Dean within lawful limits. The committee will compile an evaluation report consisting of tabulated results, the committee's summary of responses to open-ended questions, and the summary statements of the committee.
- F. Dean's Response:** The committee will provide the Dean with a copy of the evaluation report. The Dean may decide not to seek reappointment at this point in the evaluation process. If so, the evaluation process will terminate, the committee will inform the faculty and staff of the Dean's decision and all written, and electronically stored material related to the evaluation process will be destroyed. If the Dean decides to seek reappointment, the Dean will be asked if he/she would like to prepare a written response to the report before the school sees the report. Ten working days will be allowed for preparation of the response.
- G. Dissemination of Results:** The committee will arrange a closed meeting for all school faculty and staff, except the Dean. The purpose of the meeting is only to disseminate the evaluation material, and not to discuss the Dean's performance. Copies of the evaluation report and the Dean's response will be circulated at the meeting. These copies will not be taken outside the meeting room. All electronic copies and all but one written copy will be destroyed immediately after the meeting. The one remaining copy of the report will be kept in the office of the Provost. Any member of the school may see the evaluation report and the Dean's response at the office of the Provost at any time during the reappointment process.

- H. **Balloting:** A vote on reappointment will be conducted with ballots sent to the School's participating faculty. The evaluation committee will count the ballots. The ballot will be structured as follows:

(Name of Dean) should be reappointed as the Dean of the School

YES _____ NO _____ Undecided _____

- I. **Implementation of Evaluation Results:** The committee will inform all SBE faculty and staff of the ballot results, and will forward the results to the Provost as the basis for a decision on reappointment. The Provost will meet with the school faculty and staff to discuss the decision to reappoint or not to reappoint the Dean. If the Provost's decision is contrary to the majority vote of the faculty, the Provost will explain the reasons for that decision at the time that he/she meets with the SBE faculty and staff.
- J. **Storage of Reports:** The original evaluation forms from faculty and staff will be destroyed. The evaluation report, the Dean's response, and the ballot results will be kept in the office of the Provost and will be supplied to the next evaluation committee. These documents will be destroyed immediately if the Dean moves to a different position.

Appendix C

Procedure for Appointment to the University's Graduate Faculty

1. SBE tenured and tenure track faculty members are eligible for appointment to the Graduate Faculty if they meet SBE standards for academic qualification
2. University policy allows the Dean of the Graduate School to appoint newly hired tenured and tenure-track faculty members to the Graduate Faculty concurrent with their initial appointment.
3. SBE tenured or tenure track members who are not currently members of the University's Graduate Faculty may petition the SBE's Graduate Committee to recommend such appointment to the SBE Dean. If the SBE Dean concurs with the Committee's recommendation, he/she will recommend appointment to the Dean of the Graduate School.
4. As part of its periodic peer assessment of tenured faculty, the TPR Committee will review credentials of SBE tenured and tenure track Graduate Faculty members to ensure that they maintain their academic qualifications. The Committee will recommend to the Dean that faculty members failing to maintain these standards be given a two year grace period to restore their qualifications.

Appendix D

Procedure for Granting Emeritus/Emerita Status

Emeritus/emmerita faculty status is an honorary rank awarded to a retired tenured and non-tenure track faculty member who has served Michigan Technological University with distinction for at least 10 years of full-time employment. Independent of their previous positions, all emeriti/emmeritae faculty have the same rank, Professor Emeritus/Emerita, except if the retired faculty member elects to retain his/her title at which he/she retired.

1. Process

- A. **Role of the TPR Committee:** Recommendations on emeritus/emmerita status must originate from the SBE's TPR Committee. The TPR Committee will review credentials of a retiring SBE faculty member and will recommend emeritus/

emerita status if he/she meets the above criteria. The process will terminate if the Committee declines to recommend emeritus/emerita status.

- B. **Role of the Tenured Faculty:** After reviewing the TPR recommendation, SBE tenured faculty members will vote to recommend emeritus/emerita status for the retiring faculty members. The process will terminate if a simple majority of tenured faculty members declines to recommend emeritus/emerita status.
- C. **Role of the SBE Dean:** The Dean will prepare and forward his/her recommendation on emeritus/emerita status for the retiring faculty member to the Provost only if both the TPR Committee and the SBE tenured faculty recommend emeritus/emerita status. The Dean will attach the TPR Committee's recommendation and the SBE tenured faculty's recommendation to his/her statement. Simultaneously, the Dean must inform the candidate, in writing, of his/her recommendation.
- D. **Role of the Provost:** The Provost will examine all SBE recommendations and make a recommendation to the President.
- E. **Transmittal to the Board of Control:** The President decides whether the granting of emeritus/emerita status will be recommended to the Board of Control. He/she will transmit all recommendations to the Board of Control. Only the Board of Control is authorized to grant emeritus/emerita status.

2. Appeals

- A. A retiring faculty member may ask the SBE Dean to review a negative TPR Committee recommendation or a negative tenured faculty recommendation for emeritus/emerita status.
- B. The Dean must provide a written explanation to the TPR Committee if he/she decides to recommend emeritus/emerita status to the Provost despite a negative recommendation from the Committee.
- C. The Dean must provide a written explanation to the tenured faculty if he/she decides to recommend emeritus/emerita status to the Provost despite a negative recommendation from the tenured faculty.
- D. A retiring faculty member may ask the SBE Dean to appeal to the President for a review of a Provost's decision not to recommend emeritus/emerita status.

3. Recognition, Privileges, Perquisites

- A. New emeriti/emeritae faculty will be given public recognition commensurate with Senate Proposal 20-02 and subsequent University emeriti/emeritae policies.
- B. All emeriti/emeritae SBE faculty members shall be granted the privileges described in Senate Proposal 20-02 and in subsequent University emeriti/emeritae policies.
- C. The SBE Dean may approve some or all of the perquisites for emeriti/emeritae faculty described in Senate Proposal 20-02 and in subsequent University emeriti/emeritae policies.

Appendix E

Periodic Peer Review of Tenured Faculty Activities

- 1. The TPR Committee will periodically conduct peer reviews of all tenured SBE faculty members' teaching, scholarly activity and service, and monitor the faculty members'

academic qualifications with respect to AACSB accreditation standards. This procedure will provide constructive input to faculty members, insure their efforts are commensurate with the SBE's mission, and monitor faculty qualifications for AACSB accreditation purposes. The TPR Committee's review and the faculty member's self-review materials described below will become part of his/her personal file.

2. Reviews will occur every three years, beginning 2008. Faculty members promoted or tenured in the previous academic year are excused from the current year's review.
3. Each tenured faculty member will prepare a summary and brief self-review/assessment of his/her activities during the previous three years. Their preparation should not create additional data collection or documentation burdens. Their content should reflect information that is kept current as part of the SBE's annual review process.
4. The summary should contain, except as noted below, the following material for the previous three years¹:
 - A. A description of the faculty member's annual teaching responsibilities;
 - B. A list of all courses taught ;
 - C. Average responses to question 20 from student teaching reviews from all courses taught;
 - D. The syllabus, tests and other supporting material from one course taught ;
 - E. A list of service activities including a description of their contribution to the faculty member's profession, the SBE or MTU;
 - F. A list of activities providing exposure to contemporary professional or industrial practices; and
 - G. An optional statement giving any other information pertinent to the review.
5. The summary should also contain a description of the faculty member's scholarly activity during the previous five years, including peer-reviewed research published or under review, and research grants received or applied for.
6. The self-review/assessment should be one-half page or less in length. It will describe the faculty member's performance with respect to scholarly activity, teaching and service and his/her plans for focus and self-improvement over the next three years.
7. The TPR Committee's Role
 - A. TPR Committee members will individually review the reports and self-reviews of all tenured faculty members.
 - B. Each TPR Committee member will review the teaching of a sub-set of the tenured faculty, including examination of the syllabus, tests and other supporting material from one course taught by each faculty member. The TPR Committee member may visit one or more of the faculty member's classes. This review, along with examination of the faculty member's teaching evaluations, will form the basis of the TPR member's review of the faculty member's teaching.
 - C. The TPR Committee may request additional materials documenting a faculty member's teaching, research, and service activities.

¹ A recent vita can be used for substitute for some of these items.

- D. The TPR Committee will discuss the reports and self-reviews and provide each faculty member with written feedback to aid the faculty member in his or her professional development and in contributing to the SBE and MTU missions.
- E. Individual faculty members may provide written response to the TPR Committee's review.
- G. TPR Committee members shall not be present during TPR Committee meetings when their own self-reviews are being discussed.
- H. The TPR Committee will make recommendations to the faculty to improve the peer review process.

APPENDIX F

SBE Promotion and Tenure Review Process

This Appendix describes the initiation and process of evaluation for tenure and promotion of School of Business and Economics Faculty members. It is based upon Appendix I of MTU's *Tenured and Tenure-Track Faculty Handbook*, which is available at <http://www.admin.mtu.edu/admin/prov/facbook/appi/iapp.htm>. Numbers in bold print in brackets (e.g., **[5.1]**) indicate sections of the Appendix I from which these procedures are based. SBE faculty members should refer to these sections for more complete details. The bracketed term **[SBE Procedures]** identifies sections that are unique to the SBE. These sections are also identified in bold print. Be aware that University procedures supersede this Appendix whenever there are inconsistencies between SBE and MTU procedures. The one significant change in MTU's Promotion and Tenure Procedures since April 2005 is Senate Proposal 20-06 Amendment of Tenure, Promotion and Reappointment Procedures: Early Tenure Consideration. This change is incorporated in the Early Tenure Review Initiated by Faculty section (2 A) on the next page.

Tenure Review

1. Scheduled Reviews

- A. Probationary periods [4.1, 5.1]: Initial probationary appointments of tenure-track faculty are two academic years. Renewals up to the mandatory time of tenure consideration are normally for two academic years. Tenure probationary periods are six years, four years, or two years, respectively, for faculty members initially appointed at the ranks of assistant professor, associate professor, or professor, unless extended for reasons described in paragraph 6 below.
- B. Annual Reviews [1.g, 4.2.3, 5.1]: The SBE's Tenure Promotion and Reappointment (TPR) Committee will conduct annual interim reviews of each tenure-track faculty member during his/her probationary period. For these reviews, the TPR Committee will examine files of each tenure-track faculty member and will make written comments to the Dean regarding the faculty member's progress toward tenure. The TPR Committee chair will communicate these comments to the tenure-track faculty member.
- C. Mandatory Review [5.1]: A mandatory tenure review occurs in the final year of a faculty member's probationary period. This review will encompass reviews within the SBE and reviews by the Inter-School Promotion and Tenure Committee and the University. A faculty member may request consideration for tenure prior to the final year of the tenure probationary period (see section B below).

- D. Promotion with Tenure [5.2]: An assistant professor receiving tenure will be promoted to associate professor. An associate professor receiving tenure will not necessarily be promoted to professor.
 - E. Continuous Appointment [5.1]: Periods of continuous appointment as a tenure-track faculty member are included in the total period of service for the tenure probationary period. This generally includes unpaid periods such as summer terms and approved leaves of absence within otherwise continuous employment and service. Periods of service under non-tenure-track appointment at Michigan Tech are excluded from the probationary period.
 - F. Exceptional Circumstances [5.1.1]: There may be exceptional circumstances that cause a prolonged disruption of professional responsibilities during the tenure probationary period, requiring extensive sick leave, unpaid leave, or substantial formal reduction of professional responsibilities. A faculty member encountering such circumstances may request from the Provost a one-year extension of the tenure probationary period. This request should be made during or immediately following the period of exceptional circumstances, and in no case after November 15 of the final year of the tenure probationary period. It should be accompanied by a recommendation from the SBE Dean. It should clearly demonstrate that both of the following conditions are satisfied:
 - 1. The exceptional circumstances requiring the extension were such that normal conduct of professional responsibilities could not reasonably be expected.
 - 2. Exclusive of the period of exceptional circumstances, the faculty member had made good progress toward achieving tenure.
 - 3. The Provost will notify the faculty member and the SBE Dean of his/her final decision. The Provost has the sole discretion to approve such extensions. Application for extension of the tenure probationary period does not extend the period. The faculty member's original probationary period will continue to apply unless an extension of the probationary period is granted.
 - G. Extension of Probationary Period [5.1.1]: An individual's tenure probationary period at Michigan Technological University may be extended by only one year, regardless of the combination of circumstances.
- 2. Early Tenure Reviews [5.6]**

- A. Initiated by Faculty: "A faculty member may be considered for tenure prior to the mandatory year. Candidates for early tenure must meet the same cumulative standards of performance as candidates in their mandatory year. Candidates should consult their chair, school dean or unit TPR committee chair about their chances of successfully achieving early tenure prior to application." (Senate Proposal 20-06) The request must be made in writing to the TPR Committee by the fifth week of the fall semester.

The following procedures are used for early tenure cases:

- 1. The candidate begins the early tenure process by submitting a complete application file to the SBE's TPR Committee.
- 2. To be considered for early tenure, a candidate must receive a two-thirds approval vote of all members of the SBE's TPR Committee. If less than two-thirds of the members of the TPR Committee vote in favor of early tenure consideration, then the candidate is notified of the vote and the process stops

for that academic year. No further action or appeal is possible during that academic year.

3. Once a candidate for early tenure has been approved by the SBE's TPR Committee, the review process, including appeals, is exactly the same as that during the mandatory year.
 - B. Initiated by the SBE Dean [SBE Procedure]: With the candidate's approval, the Dean may ask the TPR Committee to consider a candidate for early tenure prior to his/her mandatory year review. The request must be made in writing to the TPR Committee in the fall semester and must indicate the reasons for the request.
 - C. Initiated by the TPR Committee [SBE procedure]: Each fall semester, the Committee will request that all faculty update their files for its examination. The Committee will examine these files to assess the early tenure potential in light of the SBE Criteria for Appointments, Promotion and Tenure (Appendix C of the SBE Charter). If the Committee deems that a faculty member should be considered for early tenure, it will notify the candidate and proceed with a complete review if such a review is acceptable to the candidate.
 - D. One Early Tenure Request [5.6]: Regardless of how initiated, applicants for early tenure should be aware that they may request early tenure consideration only once prior to their mandatory review.
3. **Steps of the Review:** A complete review of SBE faculty members for tenure will consist of the following steps.
 - A. Application File [5.3]: The candidate for tenure and/or promotion will prepare an application file [see (4) below].
 - B. Role of the TPR Committee [5.4.2]: The SBE's TPR Committee will examine the candidate's file. Recommendations on tenure must originate from the SBE's TPR Committee.
 - C. Role of External Scholars [1.f]: External scholars' evaluations of a candidate's research record are important components of tenure and/or promotion decisions. The TPR Committee sends examples of the candidate's research to these external scholars for their review. Following their receipt, the TPR Committee examines these reviews and formulates a written recommendation indicating whether it recommends tenure promotion for the candidate. This recommendation is added to the candidate's file.
 - D. Confidentiality [1.f]: External reviewers' comments will become part of the candidate's tenure promotion files to be used in the candidate's evaluation within the SBE and at the inter-school and University levels. The files will contain information identifying the external reviewers, the relevance of their evaluation for the recommendations in question and any relationship between the external reviewers and the candidate being evaluated. Letters from external reviewers will be considered as confidential personnel communications and will be available for use by only those parties directly involved in the review process. Candidates for tenure will not have access to external evaluations. The University will hold such letters in confidence to the fullest extent consistent with the law.
 - E. Selection [SBE procedure]: The candidate for tenure will provide the TPR Committee with the names of no more than 6 external reviewers of his/her

choice. The Committee will identify names of no more than six external reviewers of its choice. From these lists, the Committee will make a reasonable attempt to receive an equal number of reviews from each of these lists and will make a reasonable attempt to receive at least four reviews.

- F. Role of the Inter-School Committee [5.4.2]: The candidate's file is transmitted to the SBE Dean who forwards the application, without comment, to the Inter-School Promotion and Tenure Committee.
 - 1. Composition [5.4.2]: The Inter-School Committee is comprised of two members each from the Schools of Business and Economics, Technology, and Forest Resources and Environmental Science. Members must be tenured faculty and cannot be concurrently serving on their school's TPR Committee.
 - 2. SBE Selection Process [SBE procedure]: The SBE's tenured and tenure-track faculty will elect the SBE's representatives the Inter-School Committee.
 - 3. Review [5.5.2.2]: The Inter-School Committee reviews the candidate's file and formulates a written statement indicating whether it recommends tenure for the candidate. This recommendation is added to the candidate's file and forwarded to the SBE Dean.
- G. Role of the Dean [5.5.2.3]: The Dean formulates a written statement on the candidate's request for tenure. This statement is added to the candidate's file and presented to the Provost. In formulating a recommendation, the Dean may seek clarification of issues and advice only from the candidate, members of the SBE's TPR Committee, members of the Inter-School Promotion and Tenure Committee, external referees, University bodies charged with investigation of misconduct, or legal counsel. The Dean's statement must indicate whether he/she recommends the granting of tenure. Simultaneously, the Dean must inform the candidate, in writing, of his/her recommendation. In cases where the recommendation is against the granting of tenure, the Dean may, upon the candidate's request, provide a written statement of the reason(s) for the negative recommendation, specifying areas where the candidate's performance is deficient.
- H. University Review [5.5.3]: The candidate's file, including the Dean's recommendation, is transmitted to the Provost, who examines the file for adequacy and consistency of review, and reviews its merit before making a recommendation to the President. In cases where the granting of tenure is not recommended, the Provost may, upon the candidate's request, provide a written statement for the negative recommendation, specifying areas where the candidate's performance is deficient.
- I. Transmittal to the Board of Control [5.5.4]: The President decides whether the granting of tenure will be recommended to the Board of Control. He/she will transmit all positive recommendations to the Board of Control. Only the Board of Control is authorized to grant tenure or promotion.
 - 1. **Preparation of the Candidate's File for Tenure and/or Promotion [5.3]:**
The candidate is responsible for preparation of his/her application file for tenure. The candidate is also responsible for assuring the accuracy and completeness of all information contained in her/his application file. Files are to be prepared in a standard format established by the Provost. In no case shall the file be assembled by the SBE Dean or SBE TPR committee.

Candidates should seek advice from the Dean and TPR Committee regarding the information to be included in the file. Files will be considered complete once they are submitted to the TPR Committee for consideration. Inclusion of new information by the candidate during the review process shall be limited to notification that papers or books listed as submitted have been accepted for publication or pending grants have been funded. External peer evaluation letters which arrive after the beginning of the review process may be added to the file but the application must be reevaluated at all previously completed levels of the review process. Once the application is submitted the candidate will not have access to the file or recommendations added by reviewing committees or individuals. Unless otherwise required by law, deliberations and recommendations of reviewing parties will not be subject to discovery until the review process is completed.

2. **Allegations of Misconduct [5.8]:** Allegations of major misconduct, such as, but not limited to, scientific misconduct or sexual harassment, brought against a candidate after the review process begins immediately suspends the review process. See MTU's *Tenured/Tenure-Track Faculty Handbook* for details on how these allegations are handled in the review process.
3. **Appeals [7]:** Candidates who are not reappointed or who are denied tenure can appeal in writing to the University's Committee on Academic Tenure, Promotion, and Reappointment. Appeals must follow the procedures described in Appendix I of the *Tenured/Tenure-Track Faculty Handbook*. Paragraph 7 of Appendix I indicates that "The only reason for appeals of negative recommendations is the failure of a recommending party or parties to follow the University's Tenure and Promotion Policy, the Faculty Staffing Policy and/or the Tenure, Promotion, and Reappointment Procedures."¹

Promotion Review

The promotion review and tenure review processes are very similar. A faculty member, the Dean or the TPR Committee may initiate the promotion review process, which is identical to that used in tenure cases.

1. **Promotion to Professor:** This section applies to faculty members seeking promotion to professor since the granting of tenure to assistant professors also includes promotion to associate professor. Only rarely does the University promote a tenure-track assistant professor to associate professor prior to his/her mandatory tenure review.
2. **Steps of the Review [6.1]:** The promotion review process exactly parallels the tenure review process. The candidate prepares a promotion file. The TPR Committee reviews the candidate's file, seeks external evaluations, and makes a recommendation to the Dean, who forwards the file to the Inter-School Committee for

¹ A loose interpretation of the Preamble and Section 7.3.1 of Appendix I may possibly allow appeals in the case of documentable errors or biases in decision making. The Preamble states that "Faculty members and administrators share an important responsibility in providing evaluations of merit that guide decisions about academic tenure, promotion, and reappointment. This responsibility involves the **application of academic and professional judgment**, in a framework of shared authority ... All persons involved in the tenure, promotion, or reappointment processes should act in a professional manner ..." Section 7.3.1 states that "In cases where the Committee [on Academic Tenure, Promotion, and Reappointment] finds substantive errors or omissions in **the interpretation of policy** or application of procedures on the part of one or more recommending parties, ... it can recommend a new review..." (Bold print added for emphasis.)

its recommendation. Following receipt of the TPR and Inter-School Committees' recommendations, the Dean transmits his/her recommendation to the Vice-President for Academic Affairs, who recommends to the President, who, in turn, recommends to the Board of Control, which has final authority to grant promotion. The SBE's Criteria for Tenure and Promotion (Appendix C of the SBE Charter) is used in evaluating a candidate's record for promotion.

3. **Initiated by Faculty [6]:** Any faculty member may initiate consideration for promotion in any year. The request must be made in writing to the TPR Committee by the fifth week of the fall semester. The TPR Committee will examine the candidate's promotion file and decide if it will endorse the candidate's request for promotion. The candidate will be informed in writing if the TPR Committee declines to endorse his/her candidacy. A faculty member is entitled to seek promotion review at the inter-school and University levels without the endorsement of the SBE's TPR Committee and/or SBE Dean. In this case, the candidate must make a written appeal to the Dean and the TPR Committee within two weeks of the TPR's written notification. The candidate should be aware that neither the TPR Committee nor the Dean is under any obligation to endorse the case and that, without endorsement of the TPR Committee, he/she is unlikely to receive a positive promotion review.
4. **Initiated by the SBE Dean [SBE Procedure]:** With the candidate's approval, the Dean may ask the TPR Committee to consider a candidate for promotion. The request must be made in writing to the TPR Committee in the fall semester and must indicate the reasons for the request.
5. **Initiated by the TPR Committee [SBE Procedure]:** Each fall semester, the Committee will request that all faculty update their files for its examination. The Committee will examine these files to assess the promotion potential in light of the SBE Criteria for Appointments, Promotion and Tenure (Appendix C of the SBE Charter). If the Committee deems that a faculty member should be considered for promotion, it will ask the candidate's permission to proceed with a complete review. The candidate may decide not to seek promotion at that time without prejudice.
6. **Appeals [7]:** The appeal process is identical to that found for tenure review above.

Appendix I

Criteria For Appointment of Instructors, Lecturers, Senior Lecturers, And Professors Of Practice And Promotion To Senior Lecturer

1. Non-tenure track faculty (NTTF) faculty will be appointed to fill needs in providing a high quality academic program in the School of Business and Economics that cannot be met by academically qualified faculty. NTTF provide teaching and specialized expertise, contribute to the SBE's mission through professional and academic scholarship and service, and enable the SBE to meet AACSB requirements for faculty sufficiency.
2. Non-tenure track faculty include instructors, lecturers, senior lecturers, and professors of practice. Instructors are supporting faculty appointed exclusively for temporary teaching needs and have contracts of one year or less. Lecturers, senior lecturers and professors of practice are participating faculty with renewable or ongoing contracts to fulfill continuing teaching needs, with expectations for teaching and service and maintaining professional qualifications as defined by AACSB. Lecturers can be considered for promotion to senior lecturers after six years of service.

3. **Instructors:** Instructors are temporary employees with contracts of no more than one year. Minimum qualifications are a master's degree, or a bachelor's degree and professional qualifications. They are appointed exclusively for teaching responsibilities, and are considered supporting faculty (AACSB Standards, Section 9) who do not as a rule participate in the intellectual or operational life of the School.
4. **Lecturers:** Lecturers are appointed for a two-year renewable contract. Notice of termination must be given at least one year in advance of the appointment's expiration.

A. Expectations of Lecturers

1. Deliver existing course material in their area of expertise
2. Develop new teaching materials and course segments
3. Develop new courses which keep pace with changes in their area of expertise
4. Represent the department/school in its relationships within the University
5. Advise undergraduate students
6. Engage in scholarly activities and conduct research
7. Serve on SBE and University committees.
8. **Criteria for Initial Appointment as Lecturer:** The Candidate must have a Master's degree in Business, Economics, or related or specialized field (e.g. Masters of Accountancy, Masters of Labor Relations). Preference will given to candidates who have professional experience relevant to the field in which s/he is teaching, significant in duration and level of responsibility, and current at the time of hiring, and thus can be considered professionally qualified in accordance with the *SBE Faculty Qualifications Standards for AACSB*.

B. Criteria for re-appointment as Lecturer: The lecturer should:

1. Demonstrate continued quality teaching. Evidence may include student evaluations; continued participation in class visitations from the Center for Teaching, Learning, & Faculty Development; continued class visitations from senior faculty members, the Dean or Associate Dean; further development of innovative teaching techniques and/or materials; continued implementation of successful assessment efforts; advising of undergraduate students; and service on undergraduate committees.
 2. Develop or maintain continuing and active participation in professional activities in the teaching area in accordance with professional qualification standards in the *SBE Faculty Qualifications Standards for AACSB*. If professionally qualified at hiring, maintain professional activities; if not professionally qualified at hiring, demonstrate progress toward achieving professional qualification according to the schedule developed at time of hire.
 3. Maintain continuing and active participation in School and University service.
5. **Senior Lecturer:** A Lecturer who is professionally qualified in accordance with the *SBE Faculty Qualifications Standards for AACSB* may be considered for promotion to Senior Lecturer after six years of employment at the University. Senior Lecturers are appointed on a continuing basis, and can be terminated with a one-year notification. Minimum qualifications for a Senior Lecturer include those for a Lecturer with the addition of the requirement for professional qualification. A Senior Lecturer will have more experience in the classroom than a Lecturer and have significant scholarly or professional activities beyond those at the Lecturer level.

- A. **Criteria for Appointment to Senior Lecturer:** In addition to the criteria for reappointment to Lecturer, a Senior Lecturer is expected to have:
1. Demonstrated excellence in teaching and leadership in education
 2. Developed new courses, teaching methods and procedures that have substantial impact with the SBE and across the University.
 3. Maintained continuing and active participation in professional activities to meet *SBE Faculty Qualifications Standards for AACSB* in the area in which they are teaching.
- B. **Process for Promotion to Senior Lecturer:** NTTF 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 TTF in February of a given year. The promotion process will be:
1. The SBE Tenure, Promotion and Reappointment committee makes a written recommendation and forwards with the documentation to the Dean.
 2. The SBE Dean makes a written recommendation and forwards with the documentation to the Provost.
 3. The Provost reviews the documentation and makes a recommendation to the President.
 4. The President makes the final promotion decision.
6. **Professor of Practice:** Professors of Practice are appointed on a continuing basis, and can be terminated with a one-year notification.
- A. **Expectations for Professors of Practice**
1. Deliver existing courses
 2. Develop new teaching materials and course segments
 3. Develop new courses which keep pace with changes in the discipline
 4. Represent the SBE in its relationships within the University
 5. Advise undergraduate students
 6. Engage in scholarly activities and conduct research
 7. Serve on SBE and University committees
 8. Be active in professional societies
 9. Maintain continuing and active participation in professional activities to meet *SBE Faculty Qualifications Standards for AACSB* in the area in which they are teaching.
- B. **Criteria for Appointment as Professor of Practice:** Minimum qualifications for a professor of practice are a bachelor's degree with significant professional years of experience. Candidates must have substantive professional experience in the field in which s/he is teaching that is significant in duration and level of responsibility and current at the time of hiring, and thus can be considered professionally qualified in accordance with the *SBE Faculty Qualifications Standards for AACSB*.