BY-LAWS

Department of Management
Haslam College of Business
The University of Tennessee, Knoxville

Updated & Approved Spring 2017

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I.   Context

The Department of Management is an academic unit within the College of Business Administration at the University of Tennessee, Knoxville.

The mission of The Department of Management is to: (1) provide quality education through our academic, professional, and extracurricular programs, (2) contribute to the world's management knowledge base through research, and (3) foster constructive partnerships with our alumni, friends, fellow academicians, and business associates.
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II.   Statement of Principles

According to the Faculty Handbook of the University of Tennessee, Knoxville, "Successful governance of a department is critical to achieving the teaching, research, and service missions of the unit. The collaboration of the department is an essential cornerstone of this success. This collaboration is best implemented through departmental by laws that define the policies and procedures of the department, and a departmental strategic plan that articulates the vision for the future of the department."

By endorsing these by-laws, the faculty members of the Department of Management indicate their commitment to shared governance and full participation in the academic governance of the department. The department bases its by-laws on the principles of shared governance outlined in the Faculty Handbook.

III.   The Department Head

The Department Head is appointed by the Chancellor of the University, but serves at the pleasure of the Dean of the College of Business Administration. The Faculty Handbook describes the responsibilities, selection, and evaluation procedures for the Department Head.

> A.   The Department Head is first and foremost a member of the Department of Management faculty, with responsibility for teaching, research and service. The Head is responsible for communication with the faculty, program directors, and committees on matters of importance at the departmental, College, and University levels. The Head is also responsible for constituting the standing committees of the department and seeing to it that the committees are operational.

> B.   The Department Head is responsible for providing leadership to the department in the areas of teaching, research, and service. In accordance with the Faculty Handbook,

the Head is (paraphrased) responsible for providing academic leadership for the department that is aligned with the comprehensive academic program of the university, providing the leadership necessary to support the academic programs and conducting annual performance reviews of faculty and staff. The Department Head may delegate to specific faculty, staff, or committees a portion of these administrative responsibilities.

C. The Department Head is appointed to a five-year term and can be reappointed by the Dean of the College of Business Administration. The appointment is made following the procedures outlined in the Faculty Handbook.

D. *Annual Evaluation of the Department Head*.

Annual Evaluation: As specified in the Faculty Handbook, the departmental faculty provides annual objective and systematic evaluation of the Department Head to the Dean of the College.

Reappointment: Near the end of the five-year term, the voting membership of the Department and the Dean performs a special evaluation of the Department Head's performance, as specified in the Faculty Handbook. A favorable evaluation by the faculty and the Dean could result in a second term that extends as long as five years. The decision to reappoint to a second term is made by the Dean and requires approval by the Provost.

IV. *Faculty*

A. *Membership*

Faculty membership in the Department of Management consists of all persons who hold continuing faculty appointments. The Faculty Handbook describes the appointment, evaluation, tenure, and review process for all tenure-track and tenured faculty as well as the appointment and evaluation of all non-tenure track faculty members.

B. *Voting Membership*

The Department of Management faculty is comprised of three groups: (1) tenured and tenure-track faculty (2) non-tenure-track faculty, and (3) faculty with either a joint appointment in another department or faculty with less than a 75 percent appointment in the Department of Management. All tenured and tenure-track faculty are voting members of the faculty.

Non-tenure track faculty are part of the Department of Management voting faculty if they: (1) have at least a 75 percent appointment in the Department of Management, (2) are deemed to be "participating" faculty in AACSB in

accordance with terminology, and (3) have taught at least three Department of Management or MBA Management courses in the most recent academic year.

Non-tenure-track voting members do not vote on matters pertaining to: (1) faculty promotion and tenure and (2) matters affecting the departmental Organizations and Strategy PhD program. Faculty members who have joint appointments or whose position is based in another department are not voting members in the Department of Management.

V.   *Faculty Responsibilities and Evaluation Criteria*

All full-time faculty members are evaluated on an annual basis. This includes tenure track and non-tenure track faculty members. The process, in a nutshell, entails following the timeline set by the Provost's Office, with faculty members submitting a Faculty Accomplishment Form and other requested documents for review. The Department Head evaluates the faculty member's performance during the stipulated review period, and the faculty member has an opportunity to review the scores given and any narrative comments, and then to respond if he or she chooses. More details on the evaluation process can be found elsewhere in these bylaws and in the *Faculty Handbook* and *Manual for Faculty Evaluation* from the Provost's web site.   Beyond the general timeline, the department head will establish individualized timelines for reviews during the probationary period for assistance and associate professors, and communicate this information to the faculty members involved.

The focus here is less on the evaluation process, and more on the *criteria* employed during this process. These criteria constitute the performance expectations for teaching, scholarship, service, and professionalism. Performance expectations are established based on faculty orientation programs, a faculty member's annual evaluation by the department head, information obtained from formal mentoring activities, input from the departmental P&T committee, criteria published in the departmental and HCB bylaws, and general criteria from the *UT Faculty Handbook.* It is the department head's responsibility to ensure that the faculty member has a clear and unambiguous understanding of specific expectations at each level of the review process. General information about criteria for evaluations is provided below.

Teaching
Teaching is at the core of faculty member duties, and the University expects a "deep and sustained commitment to teaching." Excellence in the classroom is expected across all ranks, and for both tenured/tenure track and non-tenure track faculty with teaching assignments. The same teaching criteria are generally applied to all members of the faculty, although performance against these criteria is expected to vary by rank, experience, and the nature of the teaching assignment.

In evaluating teaching, the Department Head may consider not just student-generated evaluation scores, but other factors such as the number of course preparations, new courses created, the ability to teach different levels of students and in different

programs, rigor of learning objectives achieved, incorporation of experiential learning opportunities, success is supervising students, innovations in pedagogy, peer or other reviews performed, and/or other relevant inputs.

The starting baseline or standard of comparison for all teaching evaluations is the rating of "meets expectations for rank". Based on the criteria noted above, a faculty member rated at this level is considered a competent instructor who is teaching the core learning objectives in the course(s) assigned, applying appropriate rigor, experiencing no major problems in the courses taught, and achieving a reasonable student satisfaction level. Performance other than this is the basis of evaluations other than this "meets expectations" standard. The inherent challenge and subjectivity of these assessments is acknowledged, though the Department Head makes every effort to be rigorous and equitable across all evaluations.

Scholarship
Research and scholarship are expectations of tenure-track/tenured faculty members, as determined by assignments made through the departmental workload policy. Research/Scholarship is considered from a multifaceted perspective. While publishing in leading academic journals (as identified by the department-approved list of targeted journals) is a central consideration in assessing a research and scholarship for most tenure-track faculty members, other types of contributions are also valued, including competitive grants, research-oriented books and book chapters (not textbooks), invited conference presentations and other research talks, and other forms of scholarly output. The following are general guidelines to be used in evaluating research and scholarship for various faculty levels.

> Assistant Professors are expected to show promise in developing a program in disciplinary research and scholarship that is gaining external recognition. The probationary (pre-tenure) period is intended to allow time for an Assistant Professor to develop a research portfolio that will show clear achievement of this goal. Thus, the annual reviews for assistant professors should shift focus from "promise" to "accomplishments" over the course of the probationary period. For assistant professors, "meets expectations" in research represents steady progress towards the establishment of a portfolio that establishes a scholarly reputation in their field that would be well regarded by our peer institutions. Consideration of progress relative to peers at similar or aspirational institutions is a valid input for the evaluation of an assistant professor.

> Associate Professors are expected to continue targeting leading journals, and producing scholarly output enhancing their professional reputations and making them widely recognized contributors to their disciplines. A rating of "meets expectations" for scholarship should reflect an appropriate combination of contributions to leading journals and other scholarly output. Consideration of progress relative to peers at similar and

aspirational institutions is a valid input for the evaluation of an associate professor.

Full Professors are expected to remain active scholars, but it is acknowledged that the nature of scholarly output may change somewhat for faculty members as they are promoted, perhaps to include more diverse contributions than just a focus on academic journal outlets. A rating of "meets expectations" for research should reflect an appropriate combination of quality journal contributions (per the department-approved journal list) and/or other scholarly output, potentially including practitioner-targeted publications, books, invited book chapters, etc. Consideration of the workload units assigned to research is relevant, with research emphasis and output expected to vary with workload assignments.

On occasion, members of the faculty may have joint appointments with academic centers and institutions beyond normal departmental duties, and these joint appointments may entail research and scholarship duties beyond the goal of publishing in academic journals. Department Head evaluations of the scholarship and research for these faculty members will include consideration of expectations of, and input from, the relevant supervisor at the center or institute to which the faculty member is assigned.

Service
Service to the discipline, department, college, university, and society is a necessary and important element of being a valuable faculty member. The performance evaluation score for service reflects variations in assigned service workload units across faculty members. Generally speaking, service expectations for tenure track faculty are lower during the pre-tenure (probationary) period than for tenured faculty. An evaluation score of "meets expectations" for service generally reflects competent participation in service roles in such a way that is respected by peers and adds value to the department, college, university, or discipline. Faculty assigned additional workload units for specific service roles must perform those roles well to meet expectations.

Professionalism
The professionalism evaluation criterion reflects a combination of faculty member attributes desired regardless of rank or tenure track / non-tenure track status. These include civility, collegiality, dependability, integrity, inclusiveness, support for diversity, and so on. A rating of "meets expectations" reflects someone with a high level of these sorts of attributes as we hold ourselves to high standards of professionalism.

VI.   *Meetings*

Departmental faculty meetings are held at least twice per semester during the academic year. Additional meetings may be called by the Department Head or at the request of twenty-five percent of the faculty. One-half plus one of the voting eligible faculty members not on leave constitute a quorum. A simple majority of those present decide an issue.

The Department Head presides over department meetings. In his or her absence, the Assistant Department Head presides. The Department Head places all matters requiring faculty action on the agenda as items of new business. Notice of Departmental faculty meetings and issues requiring faculty action are made at least seven calendar days prior to the scheduled meeting. A tentative agenda is distributed before the scheduled meeting.

Minutes of the departmental faculty meetings are prepared by a designee of the Department Head and distributed to all faculty members. The minutes include the names of faculty present, reports, formal actions, and announcements. Copies of meeting minutes are maintained in the departmental office.

VII.   *Recruitment, Appointment, Evaluation, Promotion, Tenure, & Review for Tenure-Track and Tenured Faculty*

All Department of Management activities regarding appointment, tenure, and promotion in academic rank are carried out in a manner consistent with the Faculty Handbook and the University of Tennessee, Knoxville policies governing academic freedom, responsibility, and tenure.

A.   *Recruitment and Appointment of Tenure-Track Faculty*

Faculty recruitment is an important process to both the quality and reputation of the department. Assessing the department's need for hiring is the responsibility of both the Department Head and the faculty. When a tenure-track position becomes available, departmental faculty nominate potential search committee members based on procedures described in the Faculty Handbook. The Department Head appoints a search committee and search committee chair based on input from the faculty.

Following procedures outlined in the Faculty Handbook, the search committee solicits candidates for the applicant pool and identifies candidates to be considered for interviews. The tenured and tenure-track faculty discusses, evaluates, votes, and makes an appointment recommendation to the Department Head. The Department Head then recommends a candidate to the dean. If the dean agrees with the recommendation, the dean, in turn, recommends the candidate to the Chancellor or the Provost. If the Department Head's recommendation diverges from that of the faculty, then the Head must explain his or her reasons in detail to the faculty. The faculty may then meet with the Dean to discuss the Department Head's recommendation.

Following the decision to recommend appointment, the Department Head negotiates the terms of employment with the faculty member and proceeds in accordance with University policy and the Faculty Handbook.

Each new departmental faculty member is assigned a senior faculty mentor. The faculty mentor provides advice on teaching, research, and service with the overall objective being to help the faculty member achieve promotion and tenure. The Department Head does not serve as a faculty mentor.

B.   Annual Review & Evaluation of Tenured and Tenure-Track Faculty

Tenured and tenure-track faculty members not on leave are reviewed in accordance with the Faculty Handbook, the College of Business Administration, "Faculty Evaluation Policy Document and Procedures" (February 16, 2005), and policies set forth by the University of Tennessee, Board of Trustees.

~~The Department Head develops and publicizes the criteria to be used by the Department Head in the annual evaluation of tenured and tenure-track faculty. Performance ratings for tenure-track faculty members range from "exceeds expectations" to "unsatisfactory."~~

Faculty provide an updated vita and a description of their accomplishments in research, teaching and service during the previous academic year as well as a summary of their research, teaching, and service plans for the next academic year.

C. Annual Review & Evaluation of Non-Tenure Track Faculty

Non-tenure track faculty members are reviewed in accordance with the Faculty Handbook, the College of Business Administration, "Faculty Evaluation Policy Document and Procedures" (February 16, 2005), and policies set forth by the University of Tennessee Board of Trustees.

~~The Department Head develops and publicizes the criteria to be used in the annual evaluation of non-tenure-track faculty.~~

Non-tenure track faculty members must provide an updated vita and a description of their accomplishments in teaching and service during the previous year, as well as a summary of their plans for the next year.

D.   Probationary Period & Annual Retention Review of Tenure-Track Faculty

In accordance with Section 3.8, "Faculty Review and Evaluation," of the Faculty Handbook and the University of Tennessee, Knoxville Manual for Faculty Evaluation (Office of the Provost and Senior Vice Chancellor for Academic Affairs), an annual retention review of each tenure-track faculty member is conducted by the Promotion, Tenure, & Development (PT&D) Committee and the Department Head. The annual retention review involves three steps.

1. The tenure-track faculty member must prepare a summary of his or her teaching, research, and service activities during the previous academic year.

2. The PT&D Committee's review is intended to provide the faculty member with a clear assessment of his or her progress toward promotion and tenure. After completing its review, the PT&D Committee takes a formal retention vote. The narrative developed by the tenured faculty and the record of the retention vote is shared with the faculty member and the Department Head.

3. The Department Head makes a *separate* retention review while considering the narrative developed by the PT&D Committee, the committee's retention vote, and other information that the Head deems appropriate. The Department Head then submits a written retention recommendation to the Dean. The narrative developed by the PT&D Committee and the retention vote of the tenured faculty is included in the materials submitted by the Department Head to the Dean. The Department Head also provides the faculty member with a copy of his or her retention recommendation and other materials that are submitted to the Dean.

E.   *Promotion and Tenure*

Recommendations on tenure and promotion are made by the PT&D Committee to the Department Head following university procedures and guidelines set forth in the Faculty Handbook the Manual for Faculty Evaluation, and the College of Business Administration, "Faculty Evaluation Policy Document and Procedures" (February 16, 2005).

The chair of the Promotion, Tenure & Development Committee is selected by the committee. The time and place of the PT&D meetings are announced at least seven days in advance. Meetings should be held at a time that does not conflict with any eligible faculty's teaching assignments. Two-thirds of the eligible members not on leave constitute a quorum. Only those eligible members present at the meeting are eligible to vote. Secret ballots are used for reappointment, tenure, and promotion decisions, and the ballots are either counted by or under the supervision of the chair of the PT&D committee.

The Chair of PT&D Committee forwards a letter from the committee containing the committee's recommendation to the Department Head. The letter reports the results of the committee's vote and provides a summary of the discussion. When a candidate has not received a unanimous vote, the recommendation statement must specify the reasons for the differing opinions.

In accordance with the Faculty Handbook, the Manual for Faculty Evaluation, the College of Business Administration, "Faculty Evaluation Policy Document and Procedures" (February 16, 2005), and other relevant university policies, the Department Head reviews the material and the vote of the PT&D Committee and then makes a *separate* recommendation to the Dean.

VIII.   *Appointment, Evaluation, & Review of Non Tenure-Track Faculty*

The procedures for the recruitment and appointment of non-tenure-track faculty comply with the <u>Faculty Handbook</u>.

The programs and curriculum of the Department of Management are often enhanced through the delivery of instruction by non-tenure track faculty, who may be either full-time (appointed to at least 75 percent time) or part-time (appointed less than 75 percent time). Generally, non-tenure-track faculty members are appointed to meet specific instructional needs and to provide designated professional services. Unless otherwise specified in their appointment contracts, non-tenure-track faculty members are not expected to conduct research.

IX.   *Appointment of Full-Time (at least 75 percent appointment) Non Tenure-Track Faculty*

A.   *The Appointment Process*

Procedures for the appointment of non-tenure track faculty members comply with the <u>Faculty Handbook</u>.

When a full-time non-tenure-track position becomes available, the Department Head appoints a search committee and chair based on input from the faculty.

Following the procedures in the <u>Faculty Handbook</u>, the committee solicits an applicant pool and identifies candidates to be considered for interviews. The voting members of the faculty discusses, evaluates, and votes on the candidates and make a hiring recommendation to the Department Head.

If the department wants to change the appointment of a non-tenure track faculty from part-time to full-time, the full-time appointment may be made for no longer than two semesters. If, at the end of that appointment the department determines there is still a need for the position to remain full-time, then the search process described above is undertaken to fill the position.

B.   *Review & Evaluation of Non-Tenure Track Faculty*

The performance of all non-tenure-track faculty members is evaluated annually with a written record of the evaluation maintained in departmental and applicable human resource files. ~~The Department Head develops the criteria to be used by the Department Head in the annual evaluation of non-tenure track faculty.~~

X.   *Standing Committees*

The Department Head is responsible for constituting and overseeing the standing committees designated in these by-laws. The Department Head is not eligible to chair a standing committee.

A.   *Executive Committee*

The Executive Committee is responsible for helping to set the direction of the department, developing the department's goals and strategic plan, and advising the Department Head on matters of importance to the faculty.

The Executive Committee is composed of: the Department Head (serving *ex officio*), the Assistant Department Head (serving *ex officio*), the chair of the Academic Programs Committee, the chair of the Ph.D. Programs Committee, the chair of the Research Committee, and the Chair of the Outreach Committee. If none of the above named members are fulltime non-tenure track faculty, then an additional at-large fulltime non-tenure track faculty member is selected by the voting non-tenure track faculty. The committee selects a chair, and the chair is responsible for convening meetings of the committee.

The Executive Committee meets as needed with the Department Head and provides a report of all meetings to the faculty.

B.   *Promotion, Tenure & Development Committee*

The Promotion, Tenure & Development (PT&D) Committee: (1) advises the Department Head on matters regarding faculty reappointment, promotion and tenure, (2) conducts the annual retention reviews of tenure-track faculty, and (3) reviews and makes recommendations on the promotion and tenure requests of faculty members.

Membership on the PT&D committee is limited to tenured faculty in the Department of Management. Individual participation on the committee varies, depending on the academic rank of the committee member (in his or her role as a faculty evaluator) and the faculty member being evaluated. A PT&D committee member's eligibility to participate in reappointment, promotion, and tenure evaluations and recommendations is as follows:

> (1) All members of the PT&D committee are eligible to participate in and vote on:
>> (a.) the annual retention reviews of tenure-track faculty members and
>> (b.) the recommendations to the Department Head on the granting of tenure to a tenure-track faculty member;

(2) Associate Professors and Professors on the PT&D committee are eligible to participate in and vote on recommendations to the Department Head on promotion requests to the rank of Associate Professor,

(3) Professors on the PT&D committee are eligible to participate in and vote on recommendations to the Department Head on promotion requests to the rank of Professor.

The Chair of the PT&D committee is elected by the members of the committee.

C. *Academic Programs Committee*

The Academic Programs Committee provides oversight of departmental undergraduate and master's level programs and courses. The committee makes recommendations about academic policy and provides guidance on curriculum matters for undergraduate and master's courses taught by departmental faculty. The committee may address issues that include, but are not limited to, student recruitment, admissions, advising, retention, and placement. The ultimate goal of the committee is to ensure the delivery of high-quality academic programs.

The committee may appoint sub-committees of departmental faculty to manage various degree programs and majors. Subcommittees may provide advice on admissions and advising, the enforcement of academic program requirements and standards, and other relevant issues. Subcommittees may include, but are not limited to, College executive education programs, the departmental master's program in human resource management, the MBA program as well as specific undergraduate majors, collaterals, and concentrations.

Members of the Academic Programs Committee consists of four faculty members elected at large by voting members of the Department of Management, including the director of the master's program in human resource management. At least one faculty member must be a tenured or tenure-track faculty member and at least one member must be a full-time non-tenure-track faculty member.

The committee selects a chair who is responsible for providing a yearly status report to the to the Department faculty.
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D. *Ph.D. Program Committee*

The Ph.D. Program Committee provides oversight, guidance, and academic policy recommendations for all aspects of the Organizations and Strategy Ph.D. program. The committee (1) admits and advises Ph.D. students, (2) maintains and develops the program curriculum, and (3) provides a yearly status report to the faculty regarding admissions, student progress, placement, and other program operations.

Members of the Ph.D. Program committee consist of all departmental faculty members who teach in Ph.D. programs. The director of the Ph.D. program serves as chair of the committee.

E.   Research Committee

The Research Committee is responsible for the oversight and guidance of all departmental research activities, including matters pertaining to research on human subjects and institutional research board (IRB) policies. The committee makes policy recommendations and provide guidance for all research activities in the Department.

The committee consists of four members who are selected by the voting membership of the Department of Management faculty. Research Committee members are expected to be active researchers. The committee selects a chair.

The Research Committee reports annually to the Department of Management faculty.

F.   Outreach Committee

The Outreach Committee makes policy recommendations on developing and maintaining effective relationships with the business community and alumni as well as promoting College and University outreach activities.

Membership consists of four members elected by the voting membership of the Department of Management faculty. The committee selects a chair.

The Outreach Committee reports annually to the Department of Management faculty.

G.   Ad Hoc Committees

Ad hoc committees may be constituted by the Department Head to deal with important issues that arise periodically. Such committees reports to and make appropriate recommendations to the voting faculty.

XI.   Adoption, Review, and Amendment

Any voting faculty member may recommend proposed amendments to the Departmental By-laws. Proposed changes are presented at a scheduled faculty meeting and voted on at the next scheduled faculty meeting. Amendments must be approved by two-thirds of the voting members. College of University policies supersede provisions in these By-laws.