

**By-Laws
Department Of Management
College of Business
The University of Tennessee
Fall, 2008**

I. Context

The Department of Management resides within the College of Business of The University of Tennessee, Knoxville. As the state's flagship institution and the state's only "Research I University," UTK offers undergraduate and graduate education, supports research in many fields, encourages scholarship by its faculty, and offers service to the public.

The mission of The Department of Management is to: (1) provide high quality education in the management disciplines from the undergraduate to the doctoral level through a creative balance of academic, professional and extracurricular programs, (2) foster and maintain mutually beneficial partnerships with our alumni, friends, industry, and local, state and federal governments through public service assistance and collaborative research, and (3) be a major contributor to our nation's knowledge base through scholarship and research on general management and leadership.

II. Statement of Principles

The Department of Management is a community of scholars that has created these by-laws in an effort to build community, establish trust, promote inclusiveness, and encourage faculty leadership and responsibility for the department's academic programs and ongoing governance of the department.

By endorsing these by-laws the faculty of the Management Department indicate their commitment to shared governance and full participation in the academic governance of the department. The department bases its by-laws on the following principles of shared governance outlined in Section 1.5 of the UT Faculty handbook.

- *Communication*—regular and timely sharing of information among faculty, staff, students, and administration.
- *Faculty responsibility*—primary role in determining curriculum, educational policy, standards for evaluating teaching and scholarship, selection of new faculty, and promotion and tenure.
- *Faculty representation* in decision-making that directly or indirectly affects faculty ability to function effectively.
- *Timely consultation* between faculty and administrators on academic matters.
- *Peer nomination of faculty* to serve on departmental and college committees.

In adopting these by-laws the faculty of the Management Department acknowledges that shared governance depends on the following (as outlined in the UT Faculty Handbook)

- transparency—of information and responses of others, so that constituents are able to fully understand policy and related issues

- accessibility—to information and the responses of others, so that constituents are able to consider various perspectives
- adequate time—to reflect on information and the responses of others as well as share one's own response, so that constituents can fully participate
- opportunity—to communicate collaboratively, so that constituents can reach decisions that serve the common good
- consistency—in the process of shared governance, so that an atmosphere of openness and trust

III. Department Officers

A. Department Head. The Department Head is appointed by the Chancellor of UTK, but serves at the pleasure of the Dean of the College of Business. As per Section 1.4 of the Faculty Handbook the responsibilities, selection, and evaluation procedures for the Department Head include:

1. Responsibilities. The Department Head is first and foremost a member of the Management Department's faculty, with responsibility for teaching, research and service. The Head is responsible for communication with the faculty, or their representatives, such as the Executive Committee, Program Directors, and Program committees, on matters of importance at the departmental, college, and university level. The Head is also responsible for constituting the Standing Committees of the department and seeing that they are operational.

The Department Head is responsible for providing leadership to the department in the areas of teaching, research, and service. Further, in accordance with the Faculty Handbook the Head is responsible for budgetary planning and allocation, faculty development, academic planning, administration and development, resource acquisition and allocation, recommendations to the Dean and other University Administrative Officers regarding promotion, salary increases, and faculty, lecturer, adjunct, staff and student appointments. The Department Head may delegate to specific faculty, staff, or committees a portion or all of these administrative responsibilities.

2. Selection. The Department Head is appointed to a five-year term, serving at the will of the dean, and can be reappointed by the college dean. The appointment is made following the procedures outlined in Section 1.4.4 of the Faculty Handbook

3. Evaluation.

- Annual Administrative Evaluation.** As specified by the Faculty Handbook, departmental faculty will provide annual objective and systematic evaluation of the Department Head to the Dean of the College.
- Re-appointment.** Near the end of the five-year term, the voting membership of the Department and the Dean perform a special evaluation of the Head's performance, as specified in the Faculty Handbook, Section 1.4.6. 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

Membership of the Faculty of the Department of Management shall consist of all persons holding continuing faculty appointments. See Faculty Handbook (Chapters 3 & 4) for list of faculty designated titles.

B. Voting Membership

All tenured and tenure-track faculty shall be voting members. These faculty are referred to as Voting Members throughout the remainder of this document. This does not include faculty who have joint appointments and whose position is based in another department. In addition, faculty members appointed to non-tenure track positions in the Department of Management with at least a 75% appointment, who are deemed “participating” faculty in AACSB terminology, and who teach at least three Department of Management courses in an academic year shall be regarded as voting members of the Departmental faculty on all matters except those pertaining to: (1) the evaluation, retention, promotion, and tenure of tenure-track faculty, (2) PhD programs. These faculty are referred to as “full-time non-tenure track” throughout this document.

C. Meetings

Meetings shall be 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 membership of the faculty not on leave shall constitute a quorum. A simple majority of those present shall decide an issue.

The Department Head shall preside over department meetings. In the absence of the Department Head, a member of the Executive Committee will preside. All meetings shall be conducted following the principles of *Robert’s Rules of Order* and when necessary Robert’s Rules of Order will be used to resolve procedural conflicts. The Department Head or his/her designee shall place all matters requiring faculty action on the agenda of items as New Business. Notice of Departmental faculty meetings and items requiring faculty action will be made at least seven calendar days prior to the scheduled meeting. Tentative agendas will be distributed at least three working days before the scheduled meeting.

Minutes of the Departmental faculty meetings will be prepared by the Department Head’s designee and distributed to all faculty within approximately one week of the meeting. Minutes will include the names of faculty present and absent, reports, formal actions and announcements. Minutes of all meetings shall be maintained in the Departmental office and on Department website.

D. Responsibilities

All faculty bear responsibilities that are divided among the areas research, teaching, and service. These arenas are not isolated, particularly at an institution such as UT, which is both a land-grant and research university for the state. As per Section 2.2 of the Faculty Handbook responsibilities of faculty include:

1. Research. Faculty members make intellectual and creative contributions through the scholarship of discovery and application, both within and across disciplines. Faculty disseminate their scholarly work through venues respected in their disciplines and beyond academia, secure funding where appropriate for their scholarly endeavors through organizations and disciplinary opportunities, and mentor undergraduate and graduate students in the research experience. Some faculty members pursue the scholarship of discovery by creating new knowledge and skills. Some faculty members pursue the scholarship of application, which typically involves outreach to the community to co-develop successful practices to address problems to benefit individuals and organizations.

2. Teaching. Faculty members are responsible for teaching effectively by employing useful methods and approaches that facilitate student learning. Faculty members design courses to achieve clearly defined learning objectives with appropriate evaluation tools and teaching methods. Advising undergraduate and graduate students concerning courses, curricula, and professional opportunities beyond the degree is also important. Faculty members may educate students through distance learning. Faculty members may pursue the scholarship of education, so as to improve teaching of faculty members and other educators, such as primary and secondary teachers, or extension agents. Other faculty members through outreach instruct non-traditional audiences in off-campus settings to improve professional expertise and public understanding.

3. Service. Faculty members should participate in department, college, and university governance. Faculty members serve their disciplines by providing leadership in appropriate public, private, professional and governmental organizations. Faculty members benefit the community beyond the institution by lending their professional expertise to aid or lead organizations that create beneficial linkages between the university and the community.

4. Professional Conduct. Within the university, faculty members treat colleagues, staff, and students with respect and fairness. They listen to the views of others, work constructively as members of the diverse academic community, and safeguard the recognition of achievements of others, including those in subordinate positions. Faculty honesty in financial and personal matters is expected. Beyond the university, individual faculty members are representatives to the wider community, which they treat with respect and fairness.

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

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

A. Recruitment and Appointment of Tenure-Track Faculty

The procedures for recruitment and appointment of Tenure-Track Faculty are drawn from Section 3.1 of the Faculty Handbook.

Faculty recruitment is an important process by which the department grows and continues to establish its identity, and it is a process in which faculty are expected to participate. Assessing the department's need for hiring is a responsibility of both the Department Head and the faculty. In particular, the Faculty Executive Committee will work with the Department Head to identify and recommend hiring needs. When a tenure-track position becomes available, department faculty will nominate potential search committee members, as per the Faculty handbook (Section 3.1.3). The Department Head will appoint a Search committee and Search Committee Chair based on input from the faculty. Following procedures outlined in the Faculty handbook, the search committee recommends the applicant pool and identifies candidates to be considered for interviews. The tenured and tenure-track faculty will discuss, evaluate and vote on the candidates and make a recommendation to the Department Head. The Department Head will then recommend a candidate to the dean. If the dean agrees with the recommendation, the dean will then recommend the candidate to the chief academic officer, who will then make a recommendation to the chancellor or vice president. If the Head's recommendation diverges from that of the faculty, the Head must explain his or her reasons in detail to the faculty, who have the right to meet with the dean and chief academic officer about the recommendation.

Following the decision to recommend appointment the Department Head will negotiate salary, and proceed to appoint the faculty member in accordance with university policy and as specified in the Faculty Handbook.

Upon appointment the Department Head will assign each new faculty member a Faculty Mentor, who is a senior member of the Management faculty and who will serve as a model and source of information for the new faculty member. Specifically, the faculty mentor's role is to assist the new faculty member with questions regarding teaching, research, and service in the hopes of enhancing retention, and help the faculty member achieve promotion and tenure. The Department Head shall not serve as a Faculty Mentor.

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

As per Section 3.8 of the Faculty Handbook every faculty member who is not on leave is reviewed every year. Faculty are expected to provide an updated vita and a description of accomplishments in research, teaching and service during the previous academic year, as well as a brief discussion of plans for the coming year. The Department Head and the Department faculty will jointly develop the criteria to be used by the Department Head in the annual evaluation of tenured and tenure-track faculty. Evaluation of faculty

performance will be conducted in accordance with the procedures described in the Faculty Handbook and consistent with the policies of the Board of Trustees.

C. Probationary Period & Annual Retention Review of Tenure Track Faculty

As per Section 3.11 of the Faculty Handbook an annual retention review of tenure-track faculty is conducted by the Promotion, Tenure, & Development (PT&D) Committee and the Department Head during the fall semester. The annual retention review involves three steps. First, the tenure-track faculty member must prepare a summary of teaching, research / scholarship / creative activity, and service during the previous academic year, in accordance with departmental bylaws.

Second, the PT&D Committee's review is intended to provide the faculty member with a clear, thoughtful, and professional narrative that describes and discusses his or her progress toward promotion and tenure in the context of his or her appointment. After completing its review, the PT&D Committee will take a formal retention vote. The narrative developed by the tenured faculty and the record of the retention vote by the tenured faculty will be shared with the faculty member and the Department Head.

The third step in the retention review is an *independent* retention review conducted by the Department Head, who will consider the narrative developed by the PT&D Committee and the retention vote and may have other consultations with the tenured faculty as needed. After making an independent judgment, the Department Head will make a written recommendation to the dean as to retention or non-retention, including an evaluation of performance that uses the ratings for tenured faculty members from "exceeds expectation" to "unsatisfactory." The narrative developed by the PT&D Committee and the retention vote of the tenured faculty will be included in the materials submitted by the Department Head to the Dean. At the same time, the Department Head will provide the faculty member with a copy of his or her retention recommendation and other materials submitted to the Dean.

D. Promotion, Tenure & Development

Recommendations on tenure and promotion will be made by the PT&D Committee to the Department Head following university procedures and guidelines in the Faculty Handbook. Tenure and Promotion deliberations shall rely on the criteria for appointment to faculty rank set forth in Faculty Handbook, UT Manual for Faculty Evaluation, CBA and/or Faculty Evaluation Procedures and Guidelines, as well as Phase 3 MOA.

The Chair of the Promotion, Tenure & Development Committee will be selected by the committee. The committee chair will preside at meetings of the PT&D Committee. The time and place of meetings shall be made known seven days in advance. Meetings shall 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 shall constitute a quorum. Only those eligible members present at the meeting shall have a vote. If secret ballots are used two members present designated by the chair shall conduct independent counts.

The Chair of PT&D Committee shall forward a letter from the committee containing the committee's recommendation to the Department Head. The letter will report the results of the committee's vote and will summarize the discussion. When a candidate has not received a unanimous vote, the recommendation statement must include a discussion of the reasons for the divergent opinions.

As per the Faculty Handbook and university policies, the Department Head reviews the material and the vote of the PT&D Committee and then makes an *independent* recommendation to the Dean.

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

The procedures for recruitment and appointment of Non Tenure-Track Faculty are drawn from Chapter 4 of the Faculty Handbook.

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

A. Appointment of Full-Time (at least 75% appointment) Non Tenure-Track Faculty

The Faculty Executive Committee will work with the Department Head to identify and recommend the need for hiring non-tenure track faculty. When a full-time non-tenure-track position becomes available, the voting members of the faculty will nominate potential search committee members. The Department Head will appoint a Search committee and Search Committee Chair based on input from the faculty. The Search Committee shall include both tenured/tenure-track and non-tenure track faculty. Following procedures outlined in the Faculty Handbook, the search committee recommends the applicant pool and identifies candidates to be considered for interviews. The voting members of the faculty will discuss, evaluate and vote on the candidates and make a recommendation to the Department Head. Procedures for appointment of non-tenure track faculty members will follow the guidelines outlined in the Faculty Handbook.

In the unusual case that 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 long semesters. At the end of that appointment if the department determines there is still a need for the position to remain full-time, a search process as specified above will be undertaken to fill the position.

B. Review & Evaluation of Non-Tenure Track Faculty

As is the case for tenured and tenure-track faculty, the performance of all non-tenure-track faculty members will be evaluated annually, with a written record of the evaluation maintained in departmental and human resources files. The Department Head and the voting members of the faculty will jointly develop the criteria to be used by the Department Head in the annual evaluation of non-tenure track faculty.

VII. Standing Committees

The Department Head is responsible for constituting the standing committees as designated in these by-laws, and is responsible for seeing that the committees are operational. The Department Head is not eligible to chair any of the standing committees.

A. Executive Committee

The Executive Committee shall meet with the Department Head on matters considered to be important by the faculty, and represent faculty issues to the Department Head. These issues shall include, but not be limited to, Departmental strategic planning, development activities, budgets, and the allocation of other resources such as faculty hiring and travel. The committee will select its own chair, and the chair is responsible for convening meetings of the committee.

Membership. The Executive Committee shall be composed of: the Department Head (serving ex officio), the Assistant Department Head if someone has been appointed (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 shall be selected by voting non-tenure track faculty.

Responsibility. The Executive Committee shall meet regularly with the Department Head and shall provide a report of all meetings to the faculty. On behalf of the faculty, the Executive Committee is responsible for helping set the direction of the department, develop the department's goals and strategic plan, advise the Department Head on matters of importance to the faculty.

B. Promotion, Tenure & Development Committee

The Promotion, Tenure & Development (PT&D) Committee advises the Department Head on matters of faculty promotion and tenure.

Membership. The make-up of the PT&D Committee will vary depending on the rank of the faculty member being considered for tenure and promotion. For the purposes of the annual retention review, the PT&D Committee will be composed of all tenured faculty members. For the purposes of recommendations regarding promotion and tenure, the following eligibility guidelines will be followed: All tenured members of the Departmental faculty are eligible to participate and vote on recommendations to the Department Head regarding tenure. All tenured Associate Professors and Professors are eligible to

participate and vote on recommendations to the Department Head regarding promotion to the rank of Associate Professor. All tenured Professors are eligible to participate and vote on recommendations to the Department Head regarding promotion to Professor. The committee will select a Chair.

Responsibility. The PT&D Committee has two primary responsibilities: (1) the annual retention review of tenure-track faculty and (2) the review of candidates for promotion and tenure.

C. Academic Programs Committee

The Academic Programs Committee shall provide oversight of Department of Management undergraduate and master's level programs and courses.

Membership. Members of this committee will be elected by the voting members of the Management Department faculty. Membership will consist of four faculty members elected at large. At least one faculty must be a tenure/tenure-track faculty and at least one member must be a Full-time Non-Tenure track faculty member. The committee will select a Chair.

Responsibility. The Academic Programs Committee shall make academic policy recommendations and provide guidance for curriculum issues for on-going, new and modified courses and programs at the undergraduate and master's level, including MBA programs. Additionally, this committee is responsible for overseeing the department's undergraduate majors as well as the management service courses to the undergraduate business program. The Committee shall also provide oversight of other activities appropriate to ensuring high quality academic programs. Such activities can include, but not be limited to, student recruitment, admissions, retention, advising, and placement. The committee may appoint sub-committees of Departmental faculty to manage the on-going operations of various degree programs and majors. Such on-going operations may include, but not be limited to, admissions and advising, and the enforcement of academic program requirements and standards. Subcommittees may include, but not be limited to, Executive Programs, HRM Master's Program, MBA Program issues, or specific undergraduate majors and needs. Faculty overseeing the core undergraduate Strategy course are an example of a subcommittee. Any such appointed sub-committees will provide a yearly status report to the Academic Programs Committee regarding admissions rates and standards, student progress and placement, and program operations. The Academic Programs Committee will report annually to the Department faculty.

D. Ph.D. Programs Committee

The Ph.D. Programs Committee shall provide oversight of Ph.D. programs and courses.

Membership. Members of this committee will be all departmental faculty who teach in Ph.D. programs. The committee will select a chair.

Responsibility. The Ph.D. Programs Committee shall make academic policy recommendations and guidance for Ph.D. programs and courses. Sub-committees shall be appointed to direct and manage each active program. Each sub-committee shall

have three primary responsibilities: 1) Admit, advise, and direct Ph.D. students in the program; 2) Maintain and develop the operations of the program; 3) Provide a yearly status report to the faculty regarding admissions rates and standards, student progress and placement, and program operations. Membership for each sub-committee will be all faculty teaching in that active program. Each sub-committee shall select its chair. The Ph.D. Programs Committee will report annually to the Department of Management faculty.

E. Research Committee

The Research Committee is responsible for the oversight of all departmental research activities, including human subjects issues.

Membership. Members of this committee will be elected by the voting membership of the Department of Management faculty. Membership will consist of four members who are actively pursuing research activities. The committee will select a chair.

Responsibility. The research committee shall make policy recommendations and provide guidance for all research-related activities in the Department. These activities shall include, but not be limited to, human subjects issues, travel policies, establishing and maintaining research goals for the Department, monitoring research performance of the Department's faculty and other activities necessary to maintain the Department's scholarly reputation. The Research Committee will report annually to the Department of Management faculty.

F. Outreach Committee

The Outreach Committee is responsible for the oversight of all Departmental outreach activities.

Membership. Members of this committee will be elected by the voting membership of the Department of Management faculty. Membership will consist of four members. The committee will select a chair.

Responsibility. The Outreach Committee shall make policy recommendations and provide guidance for all outreach-related activities in the Department. These activities shall include, but not be limited to, developing and maintaining effective relationships with the business community and alumni, developing and maintaining liaison with COB and University outreach activities, developing and monitoring Departmental fund raising activities, and developing and monitoring Departmental public relations activities. The Outreach Committee will report annually to the Department of Management faculty.

G. Ad Hoc Committees

Ad hoc committees and positions may be constituted under the direction of the Department Head to deal with issues that arise periodically or spontaneously (e.g., recruitment committees). Such committees or position holders will report and make appropriate recommendations to the voting faculty.

VIII. Adoption, Review, and Amendment

Any voting faculty member may recommend proposed amendments to the Departmental By-laws. Proposed changes shall be 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.