

# **FACULTY GOVERNANCE DOCUMENT**

## **Fogelman College of Business & Economics**

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## **I. Preamble**

The purpose of this document is to specify the process for the formal and systematic participation of the faculty in policy development of the College and thereby assure the presence of the faculty's voice in College governance.

The faculty of the Fogelman College of Business & Economics has a vital role in governance of the College. The academic training and professional experience of the faculty provide an essential resource for the formulation of the policies of the College in the broad functions of instruction, scholarly activity, and service, and in related areas of faculty concern for the welfare of the College. The faculty also has a responsibility to promote and assist in attaining the mission of the College.

The faculty recognizes that administrative authority in an academic unit is vested in the position of Dean of the College. The Dean is the academic officer responsible for working with the faculty to ensure they achieve the goals and fulfill the mission of the College in accordance with existing university policies. Other administrators are appointed in roles supporting the activities of the faculty in teaching, research, outreach, and service.

The formal and systematic participation of the faculty in College governance is exercised primarily through College committees, both standing and ad hoc. Through the committee structure, the voice of the faculty in College governance takes the form of initiation, study, development, and recommendation of programs, policies, and procedures affecting all legitimate areas of academic and faculty concern.

In fulfilling its role in College governance, the faculty has the responsibility to provide thoughtful and continuing input to College policy determination. Although the formal authority of a faculty committee is often advisory in nature, the collective judgment of the faculty provides an expertise warranting substantive influence on all matters of academic and professional interest.

## II. Guidelines for All College Standing Committees

1. There are seven standing College committees:
  - **Council for Graduate Studies and Research** (composed of two Sub-Councils described below)
    - Masters Program Sub-Council for Graduate Studies
    - Ph.D. Program Sub-Council for Graduate Studies and Research
  - **Undergraduate Studies Committee**
  - **Promotion and Tenure Committee.**
  - **Virtual Learning and Technology Committee**
  - **Continuous Improvement Committee**
  - **Assurance of Learning Committee**
  - **Diversity, Equity, and Inclusion Committee**
2. Only the elected representatives of the faculty have a vote on issues before standing committees. Input of ex officio or appointed members is encouraged and valued.
3. All the voting members of standing committees are elected by the faculty (with the exception of the three at-large senior faculty appointed to the Promotion and Tenure Committee as prescribed by the College Roles and Rewards document). The electorate consists of all full-time, tenured and tenure-track faculty. Persons holding half-time or greater administrative positions are not part of the electorate.
4. The term of all voting members of standing committees is two years. Terms of standing committee voting members are staggered so that half the members are elected each year.
5. Committee chairs are elected by the voting members.
6. Committees should meet as needed to fulfill their responsibilities.
7. An agenda should be provided by the committee chair to all committee members at least three working days prior to a meeting.
8. Minutes should be recorded for all meetings by a member designated by the chair, archived in the Dean's office, and distributed electronically to all faculty via the College Intranet Web site.
9. Summaries of each committee's activities should be provided electronically to all College faculty by the committee chair at least once a year.

### III. Guidelines for Individual College Standing Committees

#### A. Council for Graduate Studies and Research

1. The Council for Graduate Studies and Research consists of a maximum of twelve voting members, two from each academic department which offers graduate programs, the Associate Dean for Academic Programs, and the MBA Program Director. The faculty members of the Council represent the department's interests in the master's and Ph.D. programs. Departments may choose to elect two separate individuals (it is suggested that these individuals be the department master's coordinator and the department Ph.D. coordinator), or it may choose to elect a single individual to perform both tasks. The Associate Dean for Academic Programs and the MBA Program Director are *ex officio* members of the Council for Graduate Studies and Research.

There will be two sub-councils formed within the overall Council for Graduate Studies and Research: a Master's Program Sub-Council for Graduate Studies and a Ph.D. Program Sub-Council for Graduate Studies and Research. The Masters' Program Sub-Council will focus on those matters that concern the College Masters' programs (Masters' curriculum, admission, retention, graduate faculty status, and other Masters' program issues as necessary).

The Ph.D. Sub-Council will address those matters that concern the department Ph.D. programs (Ph.D. curriculum, admission, retention, doctoral faculty / mentor status, and other Ph.D. program issues as necessary).

Each Sub-Council will elect a chairperson from its membership to coordinate activities. The Associate Dean for Academic Programs and the MBA Program Director are *ex officio* members of the Masters' Sub-Council for Graduate Studies. The Associate Dean for Academic Programs is an *ex officio* member of the Ph.D. Program Sub-Council for Graduate Studies and Research. The guidelines discussed above in Section II for all standing College committees in terms of keeping minutes, terms of office, and year-end activity summaries will apply to these Sub-Councils.

On those issues that concern both Masters and Ph.D. programs, the combined Council on Graduate Studies and Research (with all voting members) will discuss the issue(s) and offer its recommendation to the Dean and the faculty.

The elected chairs of the two Sub-Councils will serve as the two College representatives on the University Council for Graduate Studies and Research.

2. The Council reviews all issues related to graduate studies and research and makes recommendations to the Dean through the appropriate Sub-Council or jointly as appropriate.

3. The Council has responsibility to oversee department-initiated actions to ensure that appropriate department documentation has been provided for all recommendations. The Council should ensure that the chair of the department Graduate Studies and Research Council has followed the department's established curriculum policies and procedures and has signed the department's recommendations.

#### **B. Undergraduate Studies Committee**

1. The Undergraduate Studies Committee consists of one voting member from each academic department. The Associate Dean for Academic Programs, the Director of Undergraduate Student Services, and the Undergraduate Adviser will serve as *ex officio* members.
2. The Committee reviews all undergraduate curriculum proposals (courses, programs, and policies) initiated by the academic departments or College administrators and makes recommendations to the Dean.
3. The Committee has the responsibility to oversee department initiated actions to ensure that appropriate department documentation has been provided for all recommendations. The Committee should ensure that the chair of the department Undergraduate Studies Committee has followed the department's established curriculum policies and procedures and has signed the department's recommendations.

#### **C. Promotion and Tenure Committee**

1. The Promotion and Tenure Committee consists of one tenured, full professor from each academic department, plus three at-large tenured, full professors appointed by the Dean. All are voting members.
2. The Committee evaluates and makes recommendations to the Dean on candidates applying for promotion and tenure each year based on the policies and procedures contained in the University of Memphis *Faculty Handbook* and the Fogelman College Roles and Rewards document. The Committee reviews policies on faculty promotion and tenure and makes recommendations on policy changes needed.
3. The Committee has responsibility to oversee department-initiated actions to ensure that appropriate department documentation has been provided for all recommendations. The Committee should ensure that the chair of the department Promotion and Tenure Committee has followed the department's established tenure and promotion policies and procedures and has signed the department Promotion and Tenure committee's recommendation on each candidate. The College Promotion and Tenure committee should also ensure the Department Chair has submitted a signed recommendation on each candidate for promotion and/or tenure and has followed the appropriate processes.

#### **D. Virtual Learning and Technology Committee**

1. The Virtual Learning and Technology (VLT) Committee consists of one voting faculty member from each academic department. Appointed faculty members shall serve two-year, staggered terms. Assessment Coordinator will serve as an *ex officio* member.
2. The Committee advises the Dean.
3. The functions of the Committee are to:
  - a. Lead efforts to establish practices that support more inclusive approaches to the virtual learning process and experience
  - b. Make recommendations regarding the allocation of resources to support virtual pedagogical innovation, classroom innovation, and enhancement of the student experience
  - c. Provide awareness of academic technology resources and services available to faculty
  - d. Gather data that can be used to make decisions related to academic technology for virtual instruction
  - e. Make recommendations regarding academic technology policies, procedures, and solutions for virtual instruction, classroom instruction, and student experience
  - f. Share information to improve student learning and experience through technology

#### **E. Continuous Improvement Committee**

1. The Continuous Improvement Committee (CIC) consists of one voting member from each academic department, plus the Associate Dean for Administration as an *ex officio* member.
2. The CIC will review, evaluate, and report on relevant College processes as they impact progress towards the stated mission of the College. Typically, the CIC will establish performance metrics, evaluate progress against benchmarks (e.g., conduct gap analysis on metrics using available data), and provide feedback to the Dean in usable form. In addition, the CIC will provide input to evaluation by identifying process areas for attention based on outcome variances (i.e., variances from desired benchmarks). Based on its own deliberations, the CIC will develop and present recommendations to the Dean regarding possible remedial actions for improving the efficiency and effectiveness of these processes. The CIC will assist in the review of annual progress by the College towards its mission during the College Strategic Planning meeting.
3. The CIC will also facilitate the process of amending the College's policy documents, i.e., Mission Statement, Governance Document, and Roles and Rewards Document. This amendment process may be initiated by the FCBE faculty, administration or the CIC as part of its annual review efforts. A description of the amendment process is presented in Section V.

## **F. Assurance of Learning Committee**

1. The Assurance of Learning (AOL) Committee consists of one voting faculty member from each academic department. Elected faculty members shall serve two-year, staggered terms. Assessment Coordinator and Associate Dean for Academic Programs and Research will serve as *ex officio* members.
2. The Committee advises the Dean.
3. The functions of the Committee are to:
  - a. Continuously review and improve assurance of learning (AOL) policy, promoting best practices in assessing student learning outcomes, providing general guidance on the assessment plans of the various programs in the College, and determining responsibility across the College for the assessment efforts of the academic programs.
  - b. Review AOL results reported from academic departments/programs and prepare required AOL reports for all academic programs (e.g., AACSB, THEC, SACS).
  - c. Consult with the college curriculum committees on developing “improvement strategies” designed to close-the-loop based on conclusions and recommendations drawn from AOL results.
  - d. Coordinate College responses to actions taken by the University in the area of AOL policy.

## **G. Diversity, Equity, and Inclusion Committee**

1. The Diversity, Equity and Inclusion (DEI) Committee consists of one voting faculty member from each academic department. Appointed faculty members shall serve two-year, staggered terms. Associate dean for Faculty and Administration will serve as an *ex officio* member.
2. The Committee advises the Dean.
3. The functions of the Committee are to:
  - a. Serve as a liaison for the College regarding University diversity initiatives
  - b. Review and provide recommendations for College practices for the recruitment, retention, and promotion of underrepresented faculty and staff groups
  - c. Work with College administration, academic advisors, diverse student organizations, and other key stakeholders to enhance the success, including the recruitment, retention and graduation, of racial minority and first-generation students
  - d. Review and assist in coordination of programs for advising diverse students
  - e. Review and assist in coordination of programs for mentoring diverse students
  - f. Assist the College in reviewing, modifying, and developing curricula to enhance diversity and inclusion
  - g. Develop and share best practices for culturally responsive pedagogy that promotes inclusion of diverse student engagement in the classroom
  - h. Disseminate information concerning funding for equity programs within the university

- i. Assess climate of students, faculty, and staff of College on an ongoing basis

#### **IV. Guidelines for General College Faculty Meetings**

1. The Dean or the Dean's designee shall preside at all general College faculty meetings. The Dean's secretary, or a designee, shall keep a permanent record of these meetings. Draft minutes shall be available to members of the faculty for consideration at the next general faculty meeting.
2. The voting faculty of the College consists of all full-time tenured and tenure-track personnel, excluding those who hold half time or greater administrative positions. In subsequent references, the term "faculty" means the voting faculty as defined in this section.
3. A quorum shall consist of one half of the College faculty in residence that semester.
4. The College faculty shall meet in a general faculty meeting at least once each semester, excluding the summer semester. The Dean, with ten working days advance notice and an agenda available at least three working days before the meeting, shall call a general faculty meeting.
5. A special meeting of the general faculty may be called by the Dean or by a petition to the Dean by one-fourth of the faculty in residence.
6. Any member of the faculty may request specific items of business be placed on the agenda. Such requests must be made at least five working days before the meeting. By a majority vote of the faculty in attendance, written non-agenda items distributed to the faculty at the beginning of the meeting may be added and discussed, but no vote may be taken on these items until the next general faculty meeting.
7. Robert's Rules of Order shall be used in the conduct of general faculty meetings unless otherwise specified herein. A parliamentarian appointed by the Dean shall be present at all general faculty meetings.
8. At general meetings of the College faculty, only those present may vote. Voting shall be by voice or show of hands. Voting shall be by secret ballot when requested by the majority of the faculty present. Any motion other than on procedural issues (those governed by Robert's rules of Order) may be adopted or lost by a majority vote of those present.

## **V. Procedures for Amending the College Policy Documents**

1. The College Policy Documents present the College By-Laws which enable faculty participation in the governance of their College.
2. The Continuous Improvement Committee (CIC) will conduct an annual review of the College Policy Documents (i.e., Mission Statement, Governance Document, and Roles and Rewards Document) and will receive requests from College faculty and administration to amend these documents.

### **A. Format**

Proposed revisions will be submitted in the form of an amendment to the specific policy document that will:

- 1.) Identify the specific portion of the document to be replaced or revised by the proposed amendment
- 2.) Include the exact text of the proposed revision
- 3.) Provide a detailed explanation and justification for the proposed amendment

### **B. Review Process**

The CIC will review the proposed amendment and make a recommendation to the Dean based on a simple majority vote of its members that:

- 1.) The proposed amendment be presented to the College faculty for a vote,
- 2.) The proposed amendment be revised in consultation with the sponsor prior to presentation to the faculty for a vote, or
- 3.) The proposed amendment not be presented to the faculty for a vote

If the CIC does not recommend the proposed amendment, the sponsoring individual(s) may still bring the proposal forward under Section 4.6 of the Governance Document.

3. Proposed amendments to the College Policy Documents are presented to the College faculty for consideration at a General College Faculty meeting by the Dean.
4. Proposed amendments to the College Policy Documents must be submitted to the College faculty at least two weeks prior to the date of the General College Faculty meeting and must be included as an agenda item for the General College Faculty meeting in which the proposed amendment(s) is to be considered.
5. Approval by the College Faculty of any proposed amendment to the College Policy Documents requires a two-thirds vote of the eligible faculty present.