BYLAWS of the DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP

Haslam College of Business, University of Tennessee Knoxville

Approved by faculty - April 22, 2022

SECTION 1 Overview/Preamble/Context

The purpose of these Bylaws is to establish the overall organization of the Department of Management and Entrepreneurship (heretofore referred to as "M&E") and provide a vehicle supporting the cooperation, advice, and consent of M&E faculty in the conduct of their affairs, all within the general framework of the organization and regulations of the Haslam College of Business and the University of Tennessee-Knoxville. Department bylaws are to be made available to faculty and are to be linked to the Faculty Senate Bylaws Directory posted at: http://senate.utk.edu/bylaws/.

The successful governance of M&E is critical to achieving the teaching, research, and service missions of the department. Collaboration between the Department Head (DH) and the M&E faculty is an essential cornerstone of this success. M&E shall be governed by these bylaws.

These bylaws are subject to all provisions of faculty governance that appear in the latest version of the UTK Faculty Handbook, Bylaws of the Haslam College of Business, Haslam College of Business Work Load Policy, and Haslam College of Business Teaching Document. Where there are discrepancies between the M&E bylaws and the aforementioned College and University provisions of faculty governance, the College and University standards shall be superordinate.

SECTION 2 Membership in the Department

1. **Faculty**
    a. The Faculty of the Department of Management & Entrepreneurship are defined as those members of the academic staff of the Department who have academic rank at the three professorial levels, instructors, clinical professors, professors of practice, and lecturers, including those holding visiting, temporary, and part-time appointments.
    b. The Management & Entrepreneurship Professorial Faculty are comprised of those tenured or tenure-track members of the academic staff of the Department who have academic rank at the three professorial levels: Professor, Associate Professor, and Assistant Professor.
2. **Voting Members**
    a. The voting membership of the Department consists of faculty members in tenure-track (TT) and non-tenure-track (NTT) positions, including those TT members who have not yet earned tenure. This includes faculty on joint appointments with other research, administrative or teaching departments, bureaus, or offices within the university. All such persons shall enjoy full voting membership in the Department. TT faculty members have full voting privileges in the department, whereas NTT faculty are eligible to vote on all matters other than TT faculty hiring, tenure, promotion, and retention.
    b. Faculty members who are on full or part-time leaves of absence (or reduced time) shall enjoy the voting status that would be available to them were they not on leave.
    c. NTT faculty members who have less than a 75% appointment and/or are

considered "supporting" faculty (in accordance with AACSB standards) will not be considered voting faculty members.
   d. Departmental *Emeritus* Professors are nonvoting faculty members.
   e. The *Faculty Handbook* states that "visiting faculty do not participate in the governance of the department," and as such, are considered nonvoting faculty members.
   f. The Department Head (DH) and faculty share in the governance of the Department.

SECTION 3 Meetings

1. **Meeting Frequency**: All meetings of the faculty shall be called by the DH or by his/her appointee. Departmental meetings shall be held at least once per semester during the academic year. Additional meetings may be called by the DH or at the written request of 25% of the faculty.
2. **Agenda**: The agenda will be distributed electronically before the meeting. The DH creates the agenda and includes items from standing committees (see Section 4 below). Additional agenda items may be suggested by individual faculty and, at the discretion of the DH, may then be added to the agenda. Alternatively, items may also be placed on the agenda by a written petition of 25% or more of the voting-eligible faculty. All additions to the DH's initial agenda must occur at least 48 hours prior to the meeting. Announcements, which are informational items that do not require faculty action, can be added to the agenda at any time, and/or raised during the "new business" portion of the meeting docket.
3. **Quorum**: A quorum for meetings is defined as one-half of the voting members, either present physically or virtually via live electronic communication. In all matters, the DH's presence, vote, and proxy shall be counted on par with any other voting member save for exclusions listed below.
4. **Voting:**
   a. For decisions other than TT faculty hiring, tenure, promotion, and retention, a simple majority of votes from those present and those sending proxy votes and/or absentee ballots shall decide an issue. Proxies specific to particular items on the agenda may be given by one faculty member to any other voting member. An absentee ballot must be received either in writing or via email by the DH not less than one half hour before the meeting's scheduled starting time. A proxy must be appointed with notification to the DH, either in writing or via email, not less than one half hour before the meeting's scheduled start time
   b. In the case of departmental meetings in which questions of hiring tenure-track faculty are decided, two-thirds of the voting departmental membership must be in attendance, either physically or virtually, in order to constitute a quorum. If faculty are unable to attend a TT faculty hiring discussion in person or via electronically-mediated communications, their proxy vote(s) can be submitted to the DH via e-mail no less than 48 hours before the meeting, and these proxy votes will be counted toward both the quorum count and final vote tally for the hiring decision.
   c. When any departmental issue requires a vote, any member of the faculty may call for and thereby require voting by secret ballot.

d. If, during the meeting, a matter not on the agenda evolves into a formal motion, any voting member may request and thereby require that the motion be tabled until the next meeting.

e. Except for votes taken on TT faculty hiring, tenure, promotion, and retention decisions, at the discretion of the DH, a vote of the faculty may be taken electronically. When electronically voting, faculty will have a minimum of three (3) business days to submit their vote after it is requested. When voting in this manner, one option available on the ballot must be to defer the vote until discussion is held at the next scheduled faculty meeting. Deferral will occur if 25% or more of the faculty members who cast a vote so request.

5. **Minutes**: The DH or his/her designee will chair all meetings. A department administrative assistant will record the minutes, distribute copies of the minutes to the Faculty at their request, and maintain a permanent file of minutes in the Departmental Office (or SharePoint).

SECTION 4 Committees

There shall be four types of department committees:

1. **Standing committees**
2. **Promotion and tenure committees**
3. **Search Committees**
4. **Ad hoc committees**

1. **Standing Committees:**

There are 7 standing committees

a. Haslam Core Course Committee: Introduction to Management (MGT 202)
b. Haslam Core Course Committee: Global Strategic Management (BUAD 453 to become MGT 453)
c. Undergraduate Committee
d. MS M&HR Committee
e. SEO PhD Committee
f. Peer Teaching committee
g. Strategic Advisory Committee

a. **Haslam Core Course Committee: Introduction to Management (MGT 202).** The course coordinator, appointed by the DH, will chair this committee. All faculty teaching in this course are members. This committee will meet regularly during the semester to coordinate content, grades and other matters that impact the consistent delivery of this course across multiple sections.

b. **Haslam Core Course Committee: Global Strategic Management (BUAD 453).** The course coordinator, appointed by the DH, will chair this committee. All faculty teaching in this course are members. This committee will meet regularly during the semester to coordinate content, grades and other matters that impact the consistent delivery of this course across multiple sections.

c. **Undergraduate Committee.** This committee will focus on curricular, strategy, and other issues related to undergraduate majors within the M&E department and all university minors in which our department plays a leadership role. Appointment to this committee will be made by the DH. The committee will consist of at least three people: the Assistant DH (ADH) who will chair the committee, one NTT faculty member, and one TT faculty member. Appointments to the "Undergraduate Committee" will be made by the DH. It should meet at least once per semester to consider issues such as SACS Assurance of Learning processes, the content of major field tests, proposed curriculum changes, and any other issues assigned by the DH. One member of this committee (selected or approved by the DH) will also serve on the Haslam College of Business Undergraduate Policy Committee.

d. **Masters of Management and Human Resources (MS M&HR) Graduate Committee** – This committee will focus on curricular, strategy, and other issues related to the administration and operation of this masters' program within the M&E department. The Director of the MS program will chair the committee; all M&E faculty teaching in this program will be members. Appointments to subcommittees will be made by the Director of the MS.

e. **Strategy Organization and Entrepreneurship (SEO) PhD Graduate Committee** – This committee will focus on curricular, strategy, and other issues related to the administration and operation of the doctoral program within the M&E department. The Director of the PhD program will chair the committee; all M&E faculty teaching in this program will be members. Appointments to subcommittees will be made by the Director of the SEO program.

f. **Peer Teaching Committee –** This committee shall consist of a chair and two department faculty members. This team will conduct all peer teaching reviews required by the department during the year. The chair and team members are appointed by the DH. The chair will serve for a two-year term with rotation of other members as needed.

g. **Strategic Advisory** – This committee will consist of the DH as chair, the Assistant DH, the MS M&HR Director, the SEO PhD Director, two other "at large" faculty, one of whom should be a tenured full professor, and one or two faculty members appointed by the DH. The at-large members shall be elected by the voting members of the department and shall serve a three-year term.

Additional standing committees may be formed at the discretion of the DH or by consensus action of the faculty. Within ninety days of its creation, any new standing committee is required to submit to the entire voting faculty a written statement describing its scope of responsibilities. Approval of this statement shall require a 2/3 majority vote of the voting-eligible faculty and the statement will then be attached to the minutes of the meeting. If a committee's scope of responsibility changes, a new statement must be submitted and approved in the same manner.

Standing committees have the right and responsibility to make motions to the faculty. Such motions do not require a second.

2. **Promotion and Tenure Committees:** Criteria for promotion and tenure are as set forth in the *Faculty Handbook*.

a. **Committee on Promotion to Rank of Associate Professor:**

This committee shall consist of all Professors and Associate Professors who hold tenure in the Department of Management and Entrepreneurship. Its purpose shall be to report to the DH with regard to candidates who have applied for promotion to the rank of Associate Professor. Two thirds of the committee membership being in attendance, either physically or virtually through electronic connection, shall constitute a quorum for the assessment of candidates. A vote shall be taken on the candidate's dossier and the results made part of the submitted report. Any committee member may call for a secret ballot vote. One member of the Committee shall be designated by the DH to summarize discussion and submit a formal recommendation. The DH cannot participate in this vote.

   i. Absentee votes shall be allowed if the absentee voter is willing to relinquish any claim to anonymity.

   ii. In unusual circumstances, operational procedures may be altered by a two-thirds vote of the committee membership.

b. **Committee on Promotion to Rank of Professor:**

This committee shall consist of all Professors who hold tenure in the M&E Department. Its purpose shall be to make recommendations to the DH with regard to candidates who have applied to promotion to the rank of Professor. Operational rules for this committee shall be equivalent to those of the Committee on Promotion to Rank of Associate Professor.

c. **Committee on Awarding of Tenure:**

This committee shall consist of all tenured members within the M&E Department. Its purpose shall be to make tenure recommendations to the Department Head in situations in which tenure decisions must be made separate and apart from promotion recommendations and decisions. Operational rules for this committee shall be equivalent to those of the Committee on Promotion to Rank of Associate Professor.

d. **Committee on promotion for non-tenure track faculty:**

If it is determined by the DH that a full-time non-tenure track faculty member is eligible to be considered for promotion, the DH will form a committee to consider the candidate's dossier and make recommendations back to the DH. This committee should consist of a minimum of three faculty members, of which at least one should be tenured faculty. If a NTT faculty member is included on the committee, that individual should be at a higher rank than the current rank of the NTT faculty being considered for promotion.

3. **Search Committees:**

During periods when faculty searches are active, a search committee shall be appointed, in accordance with Haslam College and University policies.

Search committees for TT positions shall be comprised of a subset of departmental faculty selected by the DH (including a committee chair), as well as one faculty member from outside the

department (nominated by the search committee and approved by the DH), and a representative from the Haslam College Office of Diversity and Community Relations.

Search committees for NTT positions shall be comprised of a subset of departmental faculty selected by the DH (including a committee chair), which will continuously coordinate with the Haslam College Office of Diversity and Community Relations, and engage with that office's personnel as requested.

In the M&E Department, search committees are not standing committees; they are appointed for the purposes of fulfilling the duties related to a single, identified search, and are then disbanded at the conclusion of a successful search or at such a time when the search is deemed "failed" or is terminated for any other reason. If a failed search occurs, any subsequent searches would require that a committee be reconvened as specified above.

4. Ad hoc Committees:

Various ad hoc committees may be constituted, under the appointment and direction of the DH or by consensus of the faculty to deal with particular matters as they occur.

SECTION 5 Department Head and Other Duties

A. Selection and Length of Term

Selection of the DH will follow procedures as articulated in the Faculty Handbook. As part of that selection process, the voting members of the department will have the opportunity to vote on their preference for DH, and that vote is reported to the Dean of the Haslam College of Business as advisory. The DH is appointed by the Dean of the Haslam College of Business. A normal term of office should be five (5) years. Renewal for another term is at the discretion of the Dean, in consultation with the faculty, as described in the Faculty Handbook.

In accordance with the Faculty Handbook, the DH will be reviewed annually by the Dean.

B. Assistant Department Head (ADH)

Pending the availability of resources, and in coordination with HCB Deans and administrators, the DH will select, hire, and retain an ADH. The primary role of the ADH will be to assist the DH in conducting normal daily operations, including, but not limited to, course scheduling, financial management, internal and external communications, as well as the other duties described in previous sections. The ADH will also assist the DH in departmental administration and decision-making.

C. Hiring and Retention of Non-Tenure Track Faculty

NTT appointments are carried out at the discretion of the DH in a manner consistent with established department governance procedures, Haslam College of Business by-laws, and the University of Tennessee policies.

Evaluation of NTT Faculty is carried out at the discretion of the DH. S/he will conduct such evaluations in a manner consistent with the Haslam College of Business by-laws and the University of Tennessee policies. Faculty accomplishments will be assessed according to the following scaling:

1 = FF (Falls Far short of meeting expectations)

2 = FS (Falls Short of meeting expectations)

3 = ME (Meets Expectations)

4 = EE (Exceeds Expectations)

5 = FE (Far Exceeds expectations)

D. Administration of Faculty Reviews

1. **Faculty Responsibilities**: Unless otherwise stipulated in a written agreement with Haslam College and/or University central administration, each faculty member will contribute fully to the M&E department. Such contributions will be divided into teaching, research, service, and professionalism categories, and are extrapolated in Section 6. The proportions that a faculty member will contribute from each category will be established at the discretion of the DH, in consultation with the Associate Dean for Faculty and Research, in a manner consistent with the Haslam College of Business by-laws and the University of Tennessee policies. The proportions will be communicated to the faculty member during or subsequent to the administration of the annual faculty review process. Faculty accomplishments will be assessed according to the following scaling:

1 = FF (Falls Far short of meeting expectations)

2 = FS (Falls Short of meeting expectations)

3 = ME (Meets Expectations)

4 = EE (Exceeds Expectations)

5 = FE (Far Exceeds expectations)

2. **Annual Retention Review:** The DH will follow the guidelines of Haslam College of Business as set forth in the Faculty Handbook, UT Manual for Faculty Evaluation and Haslam College of Business Faculty Evaluation Procedures and Guidelines. Further discussion of retention reviews is found in Section 6.

SECTION 6 Faculty Evaluations

A. Annual Review

Per University policy, all full-time faculty members are evaluated on an annual basis. The process adheres to the timeline established by the Provost's Office, with faculty members submitting a Faculty Accomplishment Form (FAF) and other requested documents for review by the DH. The DH then 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 at his or her discretion. The DH review and recommendations are then forwarded to the Dean's Office, where a review and recommendations will be made. Both the faculty member and DH have an opportunity to review the scores given and any narrative comments, and respond at their discretion. The Dean's review and recommendations will then be forwarded to the Chief Academic Officer, who

makes the final decision for review. Additional details on the evaluation process can be found elsewhere in these bylaws and in the Faculty Handbook and Manual for Faculty Evaluation. Beyond the general timeline established by the Provost's Office, the DH may 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 criteria for evaluations are provided below.

1) 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 faculty classifications. 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 student-generated evaluation scores and 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. Contributions which may lead to an assessment of "exceeds expectations" or "far exceeds expectations" will typically include exceptional efforts or circumstances, including, but not limited to:

a) Willingness and demonstrated ability to teach multiple course preparations, or step in and take new preps when the department is in need, as appropriate to rank.
b) Willingness and demonstrated ability to teach in multiple programs (undergraduate, masters and PhD programs) as per departmental and college needs.
c) Willingness and demonstrated ability to generate innovative offerings (particularly those that have the ability to impact significant numbers of students).
d) Any department, college, university, or national competitive awards (or finalists for awards) given for excellence in the classroom.
e) The rigor of the course being taught, when considered in light of intended learning goals and/or pedagogy.
f) The grade distributions assigned by the instructor when submitting final grades.

g) Any peer reviews (or other formal reviews) of teaching performed during the reporting period.

h) The strategic importance of the course as it relates to the overall curriculum.

i) Any other inputs deemed relevant by the DH due to their containing valuable information for assessing faculty teaching effectiveness, or their representation of outstanding efforts on the part of the faculty member toward pedagogical improvement or teaching excellence.

2) Scholarship

Research and scholarship are expectations of tenure-track/tenured faculty members, as determined by assignments made through the departmental workload policy. Research and scholarship are considered from a multifaceted perspective. Specifically, although 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. Similarly, research impact can be assessed by the extent to which published research is being cited in the field. 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 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. Here, reputation may be measured through a variety of mechanisms, including, but not limited to, citations that show an impact on the field. 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 and produce output that enhances their professional reputation, and makes them a widely-recognized contributor in the discipline. It is acknowledged that the nature of scholarly output may change somewhat for faculty members as they are promoted, but ongoing publication in premier journal publications is expected. Here, reputation may be measured through a variety of mechanisms, including, but not limited to, citations that show an impact on the field. 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. DH evaluations of the scholarship and research for these faculty members may include consideration of expectations of, and input from, the relevant supervisor at the center or institute to which the faculty member is assigned.

3) 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. Negative deviations from the "meets expectations" standard occur when service opportunities fail to be fulfilled or are fulfilled with an unsatisfactory degree of quality; positive deviations occur when a faculty member performs service at a greater than expected workload per their rank, and/or do so with a greater degree of quality than would be normally expected.

It is important to note that service is evaluated along both quality and quantity dimensions. It is tempting to equivocate the undertaking of large numbers of service items with high performance on the service evaluation. However, the DH should recognize that not all service assignments are of equal difficulty or impact, and therefore s/he should weigh more heavily those items that are most difficult to successfully complete, and/or that yield the greatest overall positive impact on the focal constituency.

4) Professionalism

Professionalism is a key input in the M&E work culture, and also affects the employment experience of faculty and learning experiences of students. As such, the professionalism evaluation criterion reflects a combination of faculty member attributes desired regardless of rank or tenure track / non-tenure track status. These include, but are not limited to, civility, courtesy, respect, tact, honesty, integrity, reliability, responsiveness, diligence, and collegiality. 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.

The Department recognizes and celebrates free speech, including dissenting speech. However, faculty dissent should also be communicated according to the standards of professionalism contained in this section. Faculty also are encouraged to abide by these standards of professionalism when engaging with the public as a representative of the University, including public and social media communications.

B) Retention Review

In addition to the annual review conducted by the DH, retention reviews will be conducted by the Promotion and Tenure Committee for untenured and TT faculty each year of their probationary period leading up to (but not including) the year of tenure consideration. An enhanced retention review will be conducted in the academic year following the midpoint of the faculty member's probationary period. In instances of unsatisfactory performance, the untenured faculty member may be terminated after review by the Promotion and Tenure Committee, DH, Dean, and Chief Academic Officer. This review process is detailed in the "Manual for Faculty Evaluation."

SECTION 7 Ratification and Amendment of These By-Laws

Ratification of these by-laws may be accomplished by the process defined in Section 2 above. Subsequent to ratification, it may be also amended by the process defined in Section 2 above.

Amendments

No more than five years after adoption of these bylaws, the DH shall appoint a committee to review them and submit to the Faculty for its approval any amendments it deems advisable. A vote of two-thirds of the voting members of the Department shall be required to amend these Bylaws. Any proposed amendments to the Bylaws shall be circulated to the Faculty no less than ten days before the meeting at which it is to be introduced. No amendments shall be voted on at the meeting where they are introduced.