

MSB FACULTY SENATE MEETING MINUTES
11 APRIL 2003

ATTENDEES: Acs, Adlakha, Aggarwal, Andrea, R. Bento, Dutt, Ford, Fowler, Gerlowski, Isberg, Kemery, Korb, Laric, Luchsinger, Lynagh, Milbourn, Morse, Nielsen, Oblak, Otto, Pitta, Popjoy, Randolph, Richardson, Robinson-Backman, Rollier, Sriram, Trotter, Vemuganti, Vermeer, White, Weiss, & Zacur.

CALL TO ORDER: President Nielsen called the meeting to order at 10:10AM.

I. APPROVAL OF THE MINUTES: MSBFS Meeting, 7 March 03.

Professor Aggarwal made the motion **that the minutes be accepted!**

Professor Laric seconded the motion.

MOTION PASSED UNANIMOUSLY

II. APPROVAL OF THE AGENDA

THE AGENDA WAS ACCEPTED BY UNAMIOUS VOTE

III. DEAN'S REPORT:

BUDGET- Dean McCarthy stated that there was no new information about the budget.

CLASSROOM VISITS- The Dean informed the group that she was visiting classes to talk with students about WEB classes, the new PeopleSoft system, class scheduling, tuition payment, etc.

GRADUATION-She reported that President Bogomoly is committed to holding all future graduation exercises on the weekend.

INVESTITURE-The Dean spoke about the importance of this event. She then introduced Professor Weiss who talked about the Entrepreneurship Luncheon that will take place on Tuesday, 22 April 03

JUNK E-MAIL- Professor Vemuganti raised the question about the e-mail system being overloaded with SPAM. R. Bento indicated that there was a software program (Mail Washer) that was useful in eliminating unwanted e-mail. Dean McCarthy indicated she would look into the problem.

ANNUAL PERFORMANCE REVIEW- The Dean indicated that as standards change, there needs to be a period of transition. She stated that the AFPR for 2002 would be based on the old standards. However, the faculty member will also be given a projection of what their review would have looked like had the new standards been used in 2002.

IV. ADMINISTRATORS' EVALUATION PROCESS- Professor Trotter

Dr. Trotter went over "Procedures to be followed in the evaluation of administration and communication of results to faculty".

Dr. Zacur emphasized the need for faculty to write good, constructive comments.

A discussion then took place regarding the need for faculty feedback, conviviality, and security. The purpose of the administrator evaluations is to provide feedback to our leadership, with constructive criticism and to promote dialogue in areas where we believe improvements can be made.

Faculty Senate members decided that the best approach to dissemination of the results and comments would be as follows: Each individual evaluated will receive his or her tabulated evaluation scores and a type written recording of faculty comments. This summary will also be supplied to each administrator's direct supervisor. Evaluations of the Dean and the Associate Deans will be provided also to the Provost and President. The most appropriate means for disseminating results to the Faculty would be through a presentation of the results by the Executive Committee at a Faculty Senate meeting. It was decided that the Faculty would not receive the results in writing. The Faculty Senate President will retain a typed summary copy of the tabulated evaluation scores and comments.

Dr. Aggarwal made the following **motion**:

The MSBFS agrees to accept an oral report by the Executive Committee on the results of the Administrator Evaluations.

Dr. Rollier seconded the motion.

**THE MOTION PASSED
FOR-23
AGAINST-1
ABSTAINING-1**

V. FACULTY HANDBOOK REVISIONS: (See Appendix 1)

A. Organization-Dr. Vemuganti

Dr. Vemuganti went over the Organization Structure. Several changes were made to the original document, e.g., Dr. Ford question the wording that states: "*The Personnel Committee is comprised of representatives elected by the Faculty Senate*". The wording was changed to: "...approved by..."

Several other changes were made regarding wording.

A lengthy discussion took place regarding the size and make-up of the Curriculum Committee.

Dr. Laric made the following motion:

The Curriculum Committee shall consist of 4 members elected by Divisions and a Chair elected by the MSBFS

Dr. Pitta seconded the motion.

Discussion continued and a friendly amendment was proposed and accepted by Dr. Laric.

The motion read:

The Curriculum Committee will consist of at least five members, four of whom are selected by the four Divisions and approved by the Faculty Senate, and one member-at-large elected by the MSBFS.

**THE MOTION PASSED:
FOR-18
AGAINST-9
ABSTAINING-2**

Dr. Ford made the following motion:

The Faculty Evaluation and Standards Com an Ad-Hoc Committee should continue as an Ad Hoc Committee of the Faculty Senate next year.

Dr. Aggarwal seconded the motion

THE MOTION PASSED:

FOR-25

AGAINST-2

ABSTAINING-4

Dr. Aggarwal made a motion that the changes to the Faculty Handbook be accepted.

Dr. Pitta seconded the motion

THE MOTION PASSED:

FOR-22

AGAINST-0

VII. NEW BUSINESS

Dr. Nielsen announced the TIGER Team Travel Awards.

Dr. Sriram received a travel award for his paper presentation at a recent conference in Acapulco, Mexico. Dr. Sriram's paper was awarded "Best Paper."

Dr. Richardson received a travel fund award to present his paper jointly authored with Dr. Luchsinger at a conference in Las Vegas, NV in November.

ADJOURNMENT: The meeting was adjourned at 12:33PM

Respectfully submitted,

Peter M. Lynagh, Secretary

Appendix 1

FACULTY HANDBOOK REVISIONS

Section I. Organization

ROBERT G. MERRICK SCHOOL OF BUSINESS FACULTY SENATE ORGANIZATION

The faculty of the Robert G. Merrick School of Business is organized along the lines of four divisions: 1) Accounting; 2) Economics, Finance, and Management Science; 3) Management Information Systems; and 4) Management, Marketing, Operations Management, Policy and Strategy,. A director heads each. The director and faculty of each division determine class offerings, curriculum, and course schedules. Program directors and the Curriculum Committee oversee curricula across divisions, and center directors oversee research and other activities in the centers. These divisions represent the following 11 areas: 1) Accounting; 2) Economics; 3) Finance; 4) Management Science; 5) Management Information Systems; 6) Management; 7) Marketing, 8) Operations Management; 9) Policy and Strategy; 10) Global Business; 11) Entrepreneurship.

Recommendations concerning academic policy can be made by the faculty and staff of the Merrick School of Business and are properly forwarded to the Dean's Council by the appropriate Dean's Council representative for further consideration. Faculty members may attend the Dean's Council meetings, but should give notice to the Council in advance. Minutes and agenda of each meeting will be made distributed to all faculty members .

1. Dean's Council

The Dean's Council is composed of the dean, associate deans, assistant dean, divisional directors, the Faculty Senate president (elected by the Faculty Senate, two Faculty members-at-large elected by the Faculty Senate, program directors, and center directors. Membership is subject to change, and other constituents will be invited to participate depending on the agenda.

The Council is charged with the examination of suggested changes in academic and personnel policies and general initiation, management, and evaluation of academic programs. Subgroups of the Council include Chair's subgroup, Program Directors' subgroup, and other ad-hoc subgroups. Subgroups forward the recommended policy issues to the full Council for further examination and evaluation. Decisions made by the council are recommendations to the Dean and serves as a complementary mechanism in the implementation of faculty governance. The Council shall meet not less than five times per year.

2. Faculty Senate

The Faculty Senate of the Merrick School of Business is composed of the full-time faculty of the School and meets at least twice each semester (at least five times per year). The Constitution of the Merrick School of Business Faculty Senate is found in I-3.30.

3. Faculty Senate Committees

There are three standing committees of the Faculty Senate, as well as other ad hoc committees appointed for a specified period. Faculty Senate elections for both the standing and ad hoc committees must be completed no later than April 15. This approval process applies to both voting and non-voting members.

A. Personnel Committee

This committee reviews applications for promotion and tenure consistent with the school's policies (See III-7.30.) and reviews the performance of the candidates selected for post tenure review. (See III). The Personnel Committee is comprised of representatives approved by the Faculty Senate. One representative will represent each division containing a single academic area and two elected representatives will represent each division with more than one academic area.

B. Curriculum Committee

The general task of the Curriculum Committee is to continuously monitor the undergraduate and graduate curricula and the academic policies that affect them. The Curriculum Committee consists of at least five members, four of whom are selected by the four Divisions and approved by the Faculty Senate, and one member-at-large elected by the MSBFS.

C. Awards Committee

This committee addresses issues related to the practice and advancement of teaching, research, and service activities. This committee also evaluates and recommends candidates for various awards including teaching, research, service, and sabbatical leave, among others. The Awards Committee is comprised of the previous year's award recipients of the teaching, research, service, and ethics, as well as the recipient of the Turner Medallion.

Section III. Personnel Policies and Procedures

ROBERT G. MERRICK SCHOOL OF BUSINESS POLICIES AND PROCEDURES FOR PROMOTION AND TENURE

This document is Attachment B to and part of the University of Baltimore Promotion and Tenure Policies and Procedures. This document supersedes, as that Attachment B, the Robert G. Merrick School of Business Interim Policies and Procedures.

Preamble: The Robert G. Merrick School of Business is an upper-division, professional institution with a large graduate enrollment. The ideal faculty member is terminally qualified in his/her area of teaching, is an effective teacher at both the graduate and the undergraduate levels, is engaged in scholarly activities of research and publication appropriate to the maintenance and enhancement of scholastic qualifications in his/her field, has professional ties to current business practice, and finally, discharges his/her obligations as a faculty member through responsible service on university committees or other such assignments.

I. Ranks and Qualifications by Rank

The rank of persons hired as faculty members of the Robert G. Merrick School of Business should be consistent with the qualifications for promotion to that rank. The rank of individuals being hired is of concern to the existing faculty of the School.

The hiring contract of each assistant professor, associate professor, and professor shall state the year for tenure consideration if within the term of that contract, and the number of years credit for prior experience given towards promotion, if any.

A. Rank: Professor

Qualifications:

1. Educational Preparation

The earned doctorate in an appropriate discipline; exceptions may be made in extraordinary circumstances, including appropriate combinations of exceptional academic, professional, business, governmental, or non-profit credentials and/or experience, exceptional research undertakings and/or results, etc. The President of the University may make exceptions.

2. Teaching

(a) Ten years of full-time college teaching experience, exclusive of summer or part-time teaching, and at least seven years in the associate professor rank. Exceptions may be made for comparable professional activity or research.

(b) Excellence in instruction, as indicated by an examination of all relevant sources of information, including input from students, peers, and administrators.

With regard to student input, objective guidelines and procedures should be used, which are not administered by the faculty member. Special efforts should be made to insure that the student input is not contaminated by different academic standards among instructors, and is otherwise unbiased.

Different styles of teaching must be recognized. The School of Business must provide for those who appeal to the highly motivated, exceptional students, as well as those whose "mass education" skills are outstanding.

3. Professional and Scholarly Activity

Evidence of continued interest, involvement, and productivity in the area of specialization through such activities as research, publication, participation in the programs of professional societies, or additional education.

4. University, Professional, and Community Service

(a) Contributions to the university through faculty or administrative committee service, acceptance and fulfillment of special assignments from faculty organizations or the administration, and services rendered to student organizations as advisor or participant in programs.

(b) Contributions to the broader community through the participation in and/or provision of services to local, regional, and national professional organizations, and through providing educational, training, and research services through seminars, conference, and other non-traditional academic programs.

B. Rank: **Associate Professor**

Qualifications:

1. Educational Preparation

The earned doctorate in an appropriate discipline; exceptions may be made in extraordinary circumstances, including appropriate combinations of exceptional academic, professional, business, governmental, or non-profit credentials and/or experience, excellent research undertakings and/or results, etc. The President of the University may make exceptions.

2. Teaching

(a) Seven years of full-time college teaching experience, exclusive of summer or part-time teaching and at least five years in the assistant professor rank. Exceptions may be made for comparable professional activity or research.

(b) Excellence in instruction, as indicated by an examination of all relevant sources of information, including input from students, peers, and administrators.

With regard to student input, objective guidelines and procedures should be used, which are not administered by the faculty member. Special efforts should be made to insure that the student input is not contaminated by different academic standards among instructors, and is otherwise unbiased.

Different styles of teaching must be recognized. The School of Business must provide for those who appeal to the highly motivated, exceptional students, as well as those whose "mass education" skills are outstanding.

3. Professional and Scholarly Activity

Evidence of continued interest, involvement, and productivity in the area of specialization through such activities as research, publication, participation in the programs of professional societies, or additional education.

4. University, Professional and Community Service

(a) Contributions to the university through faculty or administrative committee service, acceptance and fulfillment of special assignments from faculty organizations or the

administration, and services rendered to student organizations as advisor or participant in programs.

(b) Contributions to the broader community through the participation in and/or provision of services to local, regional, and national professional organizations, and through providing educational, training, and research services through seminars, conference, and other non-traditional academic programs.

C. Rank: **Assistant Professor**

Qualifications:

1. Educational Preparation

The earned doctorate in an appropriate discipline is required; a candidate who has completed all but the doctoral dissertation (ABD) will be considered if available evidence indicates that the degree will be completed; exceptions may be made in rare circumstances. In areas where there are few doctoral programs and/or insufficient graduates, this requirement may be waived.

2. Teaching

A minimum of three years of full-time university/college teaching experience. Exceptions may be made for comparable professional activity or research and in areas in which there is a critical shortage of doctorates.

3. Universities, Professional, and Community Service, Professional and Scholarly Activity

Available evidence should indicate that the individual can and will perform competently in these areas.

D. Rank: **Instructor**

Qualifications:

1. Educational Preparation

The earned Master's degree in an appropriate discipline is required; evidence of pursuit of the doctoral degree in an appropriate discipline is desirable.

2. Teaching, University and Community Service, Professional and Scholarly Activity

Available evidence should indicate that the individual can and will perform competently in these areas.

II. The Personnel Committee

A. Purpose: The Personnel Committee will serve the critical function of representing the faculty of the Business School in the evaluation of:

1. The eligibility for tenure of their colleagues who are in the year of tenure review (See Section IV of this document).

2. The eligibility for promotion of their colleagues who have requested promotion to a higher rank (See Section III, of this document).

The principle to be followed in the tenure and promotion reviews is one of in-depth evaluation of strengths and weaknesses, so that a decision can be recommended which takes into account all aspects of the candidate's abilities and accomplishments or lack of them. While the committee should help

the candidates put their best foot forward, it should also safeguard the interests of all faculty and the university by seeking proof of the fitness of the candidate to be tenured or promoted.

Thus, the principle is one of intensive investigation. It is not, for example, a selling of the candidate by emphasizing only the positive factors, or alternatively, the reaching of a negative decision and justifying it by citing only the negative considerations.

B. Election of the Personnel Committee

1. By Whom - The Personnel Committee will be approved by the School of Business Faculty. All full-time members of the faculty are eligible to participate in the election. Nominations will be forwarded to the Faculty Senate Nominations committee. Representatives and/or alternates elected who decide to submit their names for tenure and/or promotion are not eligible to serve on the committee for that academic year.

Division directors are not eligible to serve on the committee. The Faculty Senate will assure that members of the Personnel Committee are elected by a proper secret ballot.

2. When - The Personnel Committee will be approved no later than April 15 of the preceding academic year in order to give the committee maximum time to complete a thorough evaluation. Results will be reported by the Faculty Senate President to the Division Directors no later than May 1.

3. Composition of the Personnel Committee - The committee will be composed of six full-time members of the faculty of the School of Business. One representative from each division containing a single academic area and two representatives from each division with more than one academic area will be nominated by their respective divisions. These representatives will be elected to serve terms of two academic years; the number of terms a representative can serve is not restricted.

There will also be four additional individuals designated as committee alternates. One alternate will represent each of the Academic Divisions. If a regular divisional representative cannot participate in a substantial portion of the committee's activities, as determined by the committee chairperson, the Alternate will replace the regular member.

4. Eligibility - Eligibility for serving on the committee is limited to tenured faculty, except in divisions where there are insufficient tenured faculty to serve.

C. The Functioning of the Personnel Committee

1. The committee is generally free to operate in the manner it considers most appropriate given its assigned responsibility. The Personnel Committee will distribute its review procedures and guidelines to all faculty by June 1 of the preceding academic year. The following general guidelines are operative in order to help insure that each candidate is given equal and fair consideration.
2. The committee will elect its chairperson who will call as many committee meetings as are necessary to evaluate the candidate(s) properly.
3. The committee should interview any candidate who wishes to appear personally. Every opportunity should be afforded the candidate to present relevant qualifications before a decision is made. The candidate may invite any parties, to testify regarding his or her qualifications for promotion or tenure.
4. All procedures (including formal hearings and deliberations) are confidential, and the members of the committee should be charged not to discuss the proceedings outside the committee meetings.

5. The Committee will report its recommendation in writing directly to the dean and to the individual. The report should discuss fully all criteria, and state the reasons for the committee's judgment on each. All committee members must sign the report, unless a minority report is to be submitted. In that case those committee members who choose to sign the minority report will not sign the committee's report.
6. The report and all data reviewed by the committee will then be transmitted to the dean. A copy of the report will be sent to the candidate and to the candidate's division director simultaneously. The candidate's report will include a paragraph on appeals (Section III of the University of Baltimore's Policies and Procedures on Appointment, Rank, and Tenure). All materials related to the entire process must be kept confidential. Copies of the final report should not be distributed to members of the T&P Committee.

III. Criteria and Procedures for Promotion

No one will be promoted as a faculty member in the Robert G. Merrick School of Business without being evaluated by the Tenure and Promotion Committee as provided in these procedures.

- A. Criteria - To be considered for promotion to any rank, the candidate must possess as a minimum the qualifications listed for that rank (See Section I of this document)
- B. Procedures - To be considered for promotion the following steps should be taken:
 1. By September 1 a faculty member should submit written notice of intent to apply for promotion to the relevant divisional director, the dean, and the Personnel Committee.
 2. By September 15, a faculty member should submit to the Personnel Committee a curriculum vitae and any other material as evidence that minimal qualifications for the next rank have been met. Simultaneously, the candidate will submit a curriculum vitae to the division director.
 3. Each division shall form a committee of divisional members that hold the sought after rank or higher, which shall make recommendations to the Personnel Committee in writing
 4. The divisional director should prepare a letter detailing his or her recommendation regarding the requested promotion, including in the letter all information considered in arriving at the recommendation.
 5. The division faculty recommendation and director's written evaluation should be delivered by the Divisional Director to the Personnel Committee and to the Dean by October 1.
 6. The Personnel Committee will function from the point as outlined above (see Section II).
 7. The candidate shall be notified in writing of the decision concerning his candidacy for promotion by April 15 and shall receive copies of all documentation, including the reports and recommendations of the Personnel Committee, divisional director, dean, provost, and president, by the same date.

In order to facilitate this process, it is understood that the decisions will progress according to deadlines as follows:

By	Decisions and reports rendered by
12/15	Personnel Committee
2/15	Dean
3/15	Provost
4/15	President

By mutual agreement in writing, the candidate and the university may agree to waive these deadlines.

IV. Criteria and Procedures for Tenure

No one shall be hired by the Robert G. Merrick School of Business with tenure as a faculty member without due consideration by the Personnel Committee. No current faculty will be tenured in the Robert G. Merrick School of Business without being evaluated by the Personnel Committee as provided in these procedures.

- A. Criteria: While a recommendation for tenure signifies favorable recognition of a faculty member's past accomplishments, it should be more importantly an expression of confidence in a candidate's future contribution to his profession, his department, the School of Business, the university and the community. A forecast of future performance must be based on an evaluation of past performance in the required areas of competence as explained below. It must always be remembered that the granting of tenure is the most important decision made about a faculty member, since it is upon the tenured faculty that the future of the School of Business depends.

Specific factors to be considered in the evaluation of the candidate are:

1. Educational Preparation - The earned doctorate in an appropriate discipline; exceptions may be made in rare circumstances. (See I.A1, I.B1, and I.C1 of this document).
 2. Teaching Competency - (See I.A2, I.B2, and I.C2 of this document).
 3. Professional and Scholarly Activity - (See I.A3, I.B3, and I.C3 of this document).
 4. University, Professional, and Community Service - (See I.A4, I.B4, and I.C4 of this document).
- B. Year of Review Eligibility - The year of tenure review will be calculated in accordance with the policies established by the university and The University of Maryland System and the hiring contracts with faculty members.
- C. Deferrals - The Personnel Committee does not have the authority to consider, recommend, or grant deferrals.
- D. Procedures - The following activities should be performed as the tenure review process:
1. By June 1 of the preceding academic year the dean of the School of Business should calculate the year of review for each of the faculty and give appropriate written notice to those candidates, to the candidate's divisional director and to the Personnel Committee. A faculty member may request an earlier review.

2. By September 1, a faculty member should submit to the Personnel Committee a curriculum vitae and any other material required as evidence that minimal qualifications for tenure have been met. Simultaneously, the candidate will submit a copy of a curriculum vitae and other information to the Divisional Director, and to the dean.
3. Each division shall form a committee of all tenured members, which shall make written recommendations to the Personnel Committee
4. The division director should prepare a recommendation regarding tenure, including in the letter all information considered in arriving at the recommendation. The divisional director is responsible for forwarding copies of both the faculty recommendation and his own recommendation to the Personnel Committee and to the dean by October 1.
5. The Personnel Committee will function from the point as outlined above (See Section II).
6. The candidate shall be notified in writing of the decision concerning his/her candidacy for tenure by April 15 and shall receive copies of all documentation, including the reports and recommendations of the Personnel Committee, division director, dean, provost, and president, by the same date.

In order to facilitate this process, it is understood that the decisions will progress according to deadlines as follows:

By	Decisions and reports rendered by
12/15	Personnel Committee
2/15	Dean
3/15	Provost
4/15	President

By mutual agreement in writing the candidate and the university may agree to waive these deadlines.

V. Promulgation

1. Authentication

Each page of the current Promotion and Tenure Procedures will be hand initialed and dated by the chair of the Promotion and Tenure Committee following School of Business Faculty Senate approval.

2. Distribution

Following each change to this document the president of the School of Business Faculty Senate will mail a copy of the revised document to each member of the faculty and the dean. The dean will provide a copy to each newly hired faculty member as part of the hiring process. The dean and the president of the School of Business Faculty Senate will maintain in file for inspection an official copy of the latest document.

Approved by School of Business Faculty Senate 4/11/03