ARTICLE 1. MEETINGS, MEMBERSHIP AND VOTING

1.1 College meetings will be held monthly or more often as necessary for the purpose of discussing and resolving problems and issues, and to provide intra program communications and coordination. Special meetings may be called by the Executive Committee at the request of the Dean, the Associate Dean or any member of the college. The Executive Committee shall have the responsibility for preparing agendas, calling meetings and conducting the meetings. Whenever possible, written notification of the meetings, including an agenda, should be given at least forty-eight (48) hours in advance of the meeting, excluding weekends and holidays.

Part-time faculty and others may be invited to meetings with non-voting status. The Dean and the Associate Dean may attend the meetings with non-voting status. The Associate Dean or the Dean should, if at all possible, attend the meetings so as to provide necessary information and reports to the faculty.

1.2 The voting membership of the college is defined as full-time faculty members with appointments in the College of Business at the rank of instructor or above. Faculty members on sabbatical or leave of absence shall be eligible to vote. All votes shall be of equal weight.

1.3 A quorum is defined to be sixty percent of the voting membership. Faculty members who are on sabbatical or leave of absence do not count as part of the voting membership with respect to determining the number for a quorum.

1.4 Matters relating to approval or alteration of the Bylaws will require a two-thirds majority of the voting members of the college, subject to the Master Agreement.

1.5 Matters other than those relating to approval or alteration of the Bylaws will be passed by a simple majority of those voting. Mail votes will be passed by a simple majority of the voting membership. During semester breaks when a quorum cannot be convened, voting may be done through e-mail. The Executive Committee will conduct all votes.

1.6 Meetings shall be governed by Sturgis rules of order. The agenda will be approved by faculty present at a meeting before any other business is conducted.

1.7 Matters essentially similar to matters previously acted upon during the same semester shall not be revisited unless a majority of the voting membership agrees to revisit them. Faculty members present at a meeting shall determine similarity.

1.8 A program area is defined by courses similar in content or in focus. Faculty in a program area include any bargaining unit member who is on the Faculty Qualifications List as eligible to teach one or more courses in that program area.
ARTICLE 2. COMMITTEES AND REPRESENTATIVES

2.1 The Academic Senate Representatives and the Bargaining Council Representative will be elected by a simple majority of the voting membership of the College. Only dues-paying members of the Association may vote for the Bargaining Council Representative.

2.2 The standing committees of the college are:

2.2.1 Executive Committee
2.2.2 Evaluation Committee
2.2.3 Curriculum Committee
2.2.4 Outcomes Assessment Committee
2.2.5 Scholarship Awards Committee

2.3 Each standing committee will be composed of at least three faculty members unless otherwise stated in these Bylaws. Unless otherwise stated, they will be elected to staggered two-year terms, when possible. Each committee, with the exception of the Executive Committee, will be responsible for electing a chairperson and establishing its own operating procedures, with the provision that such procedures are in compliance with these Bylaws and the Master Agreement.

2.3.1 The responsibilities of committees are not restricted to those specifically stated in these Bylaws. All committees will assume responsibility for those matters which, in the course of time, come under their purview. All committees will make reports and recommendations to the faculty.

2.4 Executive Committee

2.4.1 Membership. The membership of the Executive Committee will consist of the following: Academic Senate Representatives, Bargaining Council Representative, and enough at-large representatives so that the total membership will be seven. In case of a single member fulfilling two roles, another faculty member will be elected by a majority of the voting faculty to serve on the committee.

The Dean and the Associate Dean are invited to attend Executive Committee meetings in a non-voting status. However, the faculty members of the Executive Committee shall have the option of not inviting them if they feel that the topic under discussion so warrants.

2.4.1.1 Term of Membership. Academic Senate representatives shall be elected according to the bylaws of the Academic Senate. The Bargaining Council representative shall serve a one-year term. Other members shall serve staggered two-year terms, terms starting July 1.

2.4.1.2 Selection. The Executive Committee shall take nominations from the faculty for vacancies caused by the expiring terms. It will prepare a slate and conduct an election. Then the Chair of the Executive Committee will be elected by the faculty from the Executive Committee members. This is to be done before the end of the Winter semester.

2.4.1.3 Recall. Any member of the Executive Committee, including Academic Senator and Bargaining Council Representative, can be recalled by a two-thirds vote of the faculty.

2.4.1.4 Special Elections will be called to fill vacancies, temporary or permanent, on the Executive
Committee that would exist for longer than two months. If the vacancy is temporary, the replacement will serve for the temporary replacement period.

2.4.2 Functions

2.4.2.1 The Executive Committee will serve as an advisory committee to the Dean and the Associate Dean, and will address matters referred to it by them collectively or individually. The function of the Executive Committee is to serve as representative of the faculty, and will not limit its concerns merely to those matters referred to it by the Dean or the Associate Dean, but will address matters of interest to the College faculty, especially concerns communicated to the members of the Executive Committee.

2.4.2.2 The Executive Committee will make recommendations, with supporting rationale and including a vote of the appropriate faculty, to the Dean in the selection of new faculty members and new Associate Dean.

2.4.2.3 In consultation with the faculty members, and especially with those in the program area, the Executive Committee will review the selection of adjunct faculty members by recommending a set of qualifications for adjunct faculty, by reviewing whether appointments have been made consistent with the qualifications. If questions or problems arise regarding the qualifications of potential adjunct faculty during the hiring process, it is expected that the Associate Dean will consult with the Executive Committee.

2.4.2.4 Faculty workloads will be discussed with the Associate Dean in according to Section 6.1.1.1 of the Master Agreement. Accreditation could be part of assigned responsibilities.

2.4.2.5 The Executive Committee shall solicit nominations for membership on standing committees and present a slate to the faculty during April of each year, with committee membership to begin at the start of the academic year. In developing the slate, the Executive Committee will take into account long-term service workload and other workload considerations it deems important.

2.4.2.6 The Executive Committee shall schedule and conduct the faculty meetings, and record and distribute minutes of the meetings. The Chair of the Executive Committee will preside over the meetings.

The Executive Committee shall refer any decisions and recommendations made by the faculty to the proper venue and take responsibility to follow through on any actions required by faculty decisions and recommendations.

2.4.2.7 The Executive Committee will evaluate the College's needs and, after consultation with the faculty, advise the Dean regarding budgetary matters. For this purpose, the Dean will be asked to submit periodic budget information and discuss the priorities reflected in that information.

2.4.2.8 The Executive Committee shall take on any other tasks assigned to it by the faculty.

2.5 College Evaluation Committee

2.5.1 Membership: The College Evaluation Committee shall consist of five (5) tenured faculty at the professor or associate professor levels (with the exception of the associate dean and the dean). At least three (3) members must be full professors. The length of each term is two years, with new members of the committee being appointed every year according to a rotation list maintained by
the Executive Committee

2.5.2 Functions

2.5.2.1 The College Evaluation Committee is the Department Evaluation Committee as per the *Master Agreement*.

2.5.2.2 The Evaluation Committee shall make an evaluation of each faculty member of the College as specified in the *Master Agreement*. Activities evaluated shall include assigned professional responsibilities, scholarship and/or professional development, and service. The relative weight of scholarship and/or professional development and service shall be agreed upon in a statement of objectives developed by the faculty member and the Evaluation Committee and shall be consistent with such statements in past evaluations and with the initial letter of appointment subject to the approval of the Associate Dean. Change to the relative weight can be worked out through agreement of the same parties. Each faculty member is responsible for assuring consistency between the objectives set and Article 6 of these Bylaws. These objectives shall be placed in the faculty member's file.

2.5.2.3 The Evaluation Committee shall be responsible for ensuring that an annual classroom visit for each full-time faculty member has been conducted and a report be written, shared with the faculty member and included in the faculty member’s evaluation.

2.5.2.4 The Committee shall make recommendations for promotion, tenure and termination and forward them in accordance and compliance with the *Master Agreement* and these Bylaws. In this regard, it is acting as the *Master Agreement’s* departmental evaluation committee.

2.5.2.5 The Committee shall monitor and promote improvement of the evaluation process.

2.5.2.6 The Evaluation Committee with the Associate Dean (as a voting member) will evaluate and rank order sabbatical applications per the *Master Agreement*. Their report shall be submitted to the Executive Committee. The Associate Dean has the right to submit a separate judgment and/or ranking to the Executive Committee.

2.6 Curriculum Committee

2.6.1 The Curriculum Committee is charged with the responsibility for the review of course and program changes, and new program and course proposals. Recommended changes can be submitted by program areas, committees or individual faculty members. Changes should follow Committee on Undergraduate Programs or Graduate Programs Committee guidelines. The committee shall submit its recommendations to the Executive Committee for faculty approval. If approved, the recommendations will be reviewed by the Associate Dean before forwarding to the Committee on Undergraduate Programs or Graduate Programs Committee, as appropriate.

2.7 Outcomes Assessment Committee

2.7.1 The Outcomes Assessment Committee is charged with determining appropriate strategies to assess and to compile cyclic reports for learning and program outcomes of College of Business students in compliance with university and accreditation objectives and standards.

2.8 Scholarship Awards Committee
2.8.1 The Scholarship Awards Committee will solicit and review applications for the various scholarships that are available through the College of Business and for selecting the recipients of such scholarships. The committee shall also facilitate the selection of the recipients of the Outstanding Scholar awards by soliciting nominations from the faculty and/or other criteria such as GPA.

ARTICLE 3. STAFFING ASSIGNMENTS BEYOND THE NORMAL LOAD

3.1 Staffing assignments for courses beyond the normal load shall be made according to a Rotation List in conjunction with the Qualifications List, and the Master Agreement. Prior to assigning courses beyond the normal load, the Associate Dean will make available to the faculty a list of the proposed courses and the current faculty rotation list along with the current Qualifications List.

3.2 Rotation List

3.2.1 The first person on the Rotation List is given his/her choice of a course or courses totaling no more than four (4) credit hours, subject to the provisions of the Master Agreement and Faculty Qualifications List. Once the individual elects to teach four (4) or more credit hours, his/her name goes to the bottom of the list. This procedure will be followed until all courses are assigned. Only persons teaching courses totaling four (4) or more credits will rotate.

a. With the exceptions noted in Article 9.1.4.1 and in accordance with 9.1.4.2.2 of the Master Agreement, AAUP faculty have priority for overload assignments each semester of the academic year.

b. In accordance with 9.1.4.2.2 of the Master Agreement, faculty on two-year term, three-year term, and Continuing Contract status have first priority for overload assignments during the academic year, followed by remaining members of the bargaining unit in accordance with the College rotation list established in Section 3.1.

c. In accordance with Section 9.1.6.2 of the Master Agreement, tenured/tenure track faculty have first priority for teaching up to 8 credit hours during the summer followed by faculty on Continuing Contract status, two-year term and three-year term, followed by remaining members of the bargaining unit in accordance with the College rotation list established in Section 3.1.

3.2.2 New faculty members will be added to the bottom of the list after the current semester's courses have been assigned, i.e. fall semester courses will be assigned and the names rotated before adding the new name(s). If there is more than one new faculty member, names shall be added randomly to the list.

3.2.3 Faculty members shall select courses within their field of expertise according to the Faculty Qualifications list referenced in 4.1.

ARTICLE 4. COURSE SCHEDULING

4.1 Faculty Qualifications List
4.1.1 Organized by individual courses, the Faculty Qualifications List identifies all faculty members and which courses within the college they are qualified to teach. For a faculty member to be placed on the qualifications list for a course outside of his/her discipline area, he/she may be asked to provide evidence of qualifications to teach that course. Evidence may include courses taken, professional examinations (e.g. CPA), work experience, seminars attended, or research undertaken (books, articles read, etc.). If a faculty member's qualifications are questioned, the program area faculty may be asked to assist the Executive Committee and Associate Dean for a determination. Faculty members may request that their entries be updated; the Executive Committee and Associate Dean shall review each faculty member's preference along with their competencies and recommend to the Dean those who are qualified to teach a specific course. As new courses and faculty are added, or faculty acquire new competencies, the list will be updated by the Executive Committee and the Associate Dean.

4.1.2 Course assignments shall be determined by the Associate Dean, subject to the Faculty Qualifications List, after consultation with all the faculty members qualified to teach those courses.

4.3 Faculty will be given the opportunity to provide suggested guidelines to the Associate Dean regarding class size. Faculty will also be given the opportunity to make suggestions and make requests relative to course offerings.

ARTICLE 5. ACADEMIC APPOINTMENTS

5.1 Minimum Requirements for New Academic Appointments

5.1.1 Instructor. An appropriate Master's degree, plus appropriate experience and/or specialized certification in the teaching area.

5.1.2 Assistant Professor

a. An earned doctorate from an accredited institution.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.

5.1.3 Associate Professor

a. The candidate must have an earned doctorate from an accredited institution, must demonstrate evidence of teaching excellence and significant scholarship and/or professional development and normally have six (6) years of full-time higher education experience at the rank of Instructor or above. Exceptions may be made because of unusual scholarly and/or professional achievement.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.
5.1.4 **Professor**

a. The candidate must have an earned doctorate from an accredited institution, must demonstrate evidence of distinguished educational and scholarly, or creative, professional achievement and normally have twelve (12) years of full-time higher education experience at the rank of Instructor or above. Exceptions may be made because of unusual scholarly and/or professional achievement.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.

5.2 **Procedures for Making Recommendations on Academic Appointments (except for Board-initiated appointments)**

5.2.1 The performance of academic functions is a shared responsibility of faculty and academic administrative colleagues. The quality of our academic programs is inarguably influenced by the quality of our faculty members. Thus, the recruitment and selection processes for new faculty must be faculty driven. Throughout all of these activities, and at all stages, clear and open communication is essential between and among faculty and administrative staff, information and reports must be handled in a timely fashion. The following procedure should help achieve the selection and recruitment of quality faculty.

5.2.2 **Search Committee Selection.** All faculty members in the program area have the right to serve on the search committee. The Executive Committee will appoint from one (1) to three (3) of its members to serve on each search committee. There will be a minimum of three (3) faculty members on a search committee. The Associate Dean will sit ex officio on the search committee.

5.2.3 **Advertisement.** The Search Committee recommends to the Associate Dean the advertisement. The description will include professional qualifications for the position, including teaching and/or other relevant experience and expertise, rank, etc. along with required legal statements.

5.2.3.1 The position description will be sent to the Executive Committee for their information.

5.2.4 **Screening Applications.** The following procedure will be followed for screening applications:

1. The Search Committee will develop a clear set of appropriate selection criteria for evaluating applicants.

2. The Search Committee will conduct an initial review of all applications received for the position and make the vitae available to all faculty members in the College of Business.

3. The Search Committee will provide the Dean; and the Executive Committee with a summary of the applicant pool.

4. The Search Committee will apply the stated criteria to the applicant pool and develop a list of semi-finalists. This list will be reviewed by the Executive Committee and the Dean.

5. The Search Committee will present all College of Business faculty with a list of semi-
finalists and information on how and where the vitae are available for review. The Search Committee will solicit written responses from faculty members as to which, if any, of the candidates should be brought to the campus for interviews.

6. The Search Committee will select the final candidates (ideally between three and five candidates) for on-campus interviews subject to approval by the dean.

7. The Search Committee and the Associate Dean, in consultation with the Dean, will plan campus visits of the finalists.

5.2.5 Interviews. The following procedure will be followed for conducting interviews:

1. The Search Committee will interview all candidates. All faculty members in the College of Business have the right to participate in interview sessions with candidates as scheduled by the Search Committee.

2. The Associate Dean will present the Search Committee with an interview schedule for the applicant. The schedule will allow all interested faculty members to interview the applicant.

3. The Search Committee will circulate the interview schedule to all faculty members, and encourage them to participate in the interview process.

4. Each faculty member who interviews a candidate may submit a recommendation, in writing, to the Search Committee, as to whether the candidate should be offered an appointment and at what rank.

5.2.6 Appointment Recommendations. The following procedure will be followed for recommending faculty appointments:

1. The Search Committee, based on faculty recommendations, will recommend which, if any, candidate(s) ought to be hired; if more than one candidate is recommended, they should be listed in order of preference with the reasons for the preference. The Search Committee will forward this recommendation to the Executive Committee. The Executive Committee will submit its recommendations to the Associate Dean. As stipulated in Section 5.3.3 of the Master Agreement, “this communication should also include for each candidate a recommended salary range, initial appointment rank, and any special considerations. In the event that the dean rejects the college’s recommendation(s), the dean shall meet with the college to discuss the rationale for the decision and then request further recommendation(s).”

2. The Associate Dean will submit the faculty’s recommendations to the Dean.

5.3 The procedure specified in Section 3.1.2 of the Master Agreement will be followed when filling the Associate Dean vacancy.

ARTICLE 6. EVALUATION, PROMOTION, AND TENURE

6.1 Procedures

Faculty shall follow the procedures and processes outlined in Sections 5.4, 5.5, 5.6 and 5.7 in the
Master Agreement, for evaluation, promotion and/or tenure.

6.1.1 Faculty Evaluation. A faculty evaluation shall be conducted in accordance with the procedures specified in the Master Agreement.

6.1.2 If a faculty member is concerned about the Annual Evaluation by the Evaluation Committee, or the letter by the Associate Dean, or the letter by the Dean, then he/she should first make these concerns known to the Evaluation Committee/Associate Dean/Dean (as appropriate). Faculty also have the right to respond verbally or in writing as specified in 5.4.1.8 of the Master Agreement.

6.1.3 Promotion. When requested by the faculty member, a promotion review shall be conducted in accordance with the procedure specified in the Master Agreement.

6.1.4 Tenure. When requested by the faculty member, a tenure review shall be conducted in accordance with the procedure specified in the Master Agreement.

6.1.5 Continuing Contract Appointments. When requested by the faculty member, a continuing contract review shall be conducted in accordance with the procedure specified in Section 5.1.2.1 in the Master Agreement.

6.2 Personnel Files. Official personnel files will be maintained according to the procedure described in Section 5.4.3.1. of the Master Agreement.

6.3 Judgmental Criteria for Annual Evaluation

6.3.1 The Evaluation Committee will evaluate each faculty member in each of the three areas: Assigned Responsibilities, Scholarship and/or Professional Development and Service. The following evaluation scale will be used to assess each of the three categories:

- Highly Effective – performs significantly above minimum requirements
- Effective – meets minimum requirements
- Needs Improvement – does not meet minimum requirements

6.3.2 College of Business faculty will declare the relative emphasis of Scholarship and/or Professional Development OR Service in annual evaluation materials in consultation with the Evaluation Committee and subject to approval by the Associate Dean.

6.3.3 Assigned Responsibilities. Teaching is of paramount importance for faculty at all ranks and should be their primary focus. Each annual evaluation must include a statement of goals for the future and a review of accomplishments relative to prior goals. The faculty member bears the responsibility for providing evidence of achievement of goals in assigned responsibilities. Specifically, faculty will be evaluated on how effectively they have fulfilled their assigned responsibilities based upon the following:

1. Mastery of the subject matter, currency and ongoing growth in one’s discipline
2. Achieves learning objectives through the appropriate preparation, organization and use of pedagogy
3. Engages in and reports direct learning outcomes assessments for his/her classes and/or for the curriculum as a whole
4. Creates positive learning environment and develops effective rapport with students
5. Continuously works toward improvement in existing courses, modifying the course content, and enhancing pedagogy, including the utilization of student feedback
6. Demonstrates respect for and fair treatment of students as individuals
7. Timely and professional in meeting classes and evaluating student work
8. Demonstrates rigor and transparency in evaluating student work
9. Receives generally positive evaluations by students
10. Receives positive evaluations by peers; one classroom peer evaluation conducted during each academic year
11. Adheres to academic and ethical standards in assessing students and dealing with students and colleagues
12. Available to students for consultation outside of class
13. Serves as an effective academic advisor
14. Works cooperatively to assess and develop curriculum
15. The most important criterion for promotion, tenure and continuing contract status, is effectiveness in the area of teaching and assigned responsibilities (see Section 5.5.6 in the Master Agreement).

6.3.4 Scholarship and/or Professional Development. Each annual/triennial evaluation MUST include a statement of goals for the future and a review of accomplishments or prior goals.

a. Faculty should consider accreditation standards when identifying goals.

b. Faculty must provide evidence of how they are meeting these requirements.

c. As required in Section 5.5.6 of the Master Agreement, examples of the four forms of scholarship for the College of Business are as follows:

(1) Scholarship of Discovery

*Scholarship of discovery* involves innovation or testing of a discipline-based theory, principle or knowledge. Examples include empirical research, quantitative and/or qualitative study, development of frameworks. Artifacts are focused on scholarly venues and research seminars that disseminate or explain research results.

(2) Scholarship of Integration
Proposed Bylaw Changes from the College of Business  Approved on April 15, 2011.  
Approved by Provost & Vice President, Dr. Susan Koch, on May 16, 2011.

Scholarship of integration involves cross-disciplinary approaches or multiple perspectives, using knowledge found within and across disciplines, to create an original understanding or insight that reveals larger intellectual patterns. These could include cross-disciplinary study about a topic or process, such as organizational behavior and psychology, or cross-culture studies of information systems in multiple countries, or meta-analysis research. Artifacts may also include multi-unit, -culture, or -discipline scholarly grant applications; venues may be more varied in discipline or perspective.

(3) Scholarship of Application

Scholarship of application involves bringing knowledge to bear in addressing a significant issue or problem by using existing research to resolve current or future problems. Additional examples include providing professional consulting or services, production of a technical report or information system, or an applied grant proposal. Venues for artifacts may be scholarly or may be trade journal publications or reviews, or business or civic organizational presentations/workshops.

(4) Scholarship of Teaching

Scholarship of teaching involves proposing and empirically testing a pedagogical procedure with the aim of improving the teaching, learning, and advising process. Venues may be discipline-based or learning-based. Additional examples of artifacts include text or lab books, ancillary course materials, teaching workshops for peers, studies on the effectiveness of service or experiential learning, and case studies.

6.3.5 Service. Faculty are expected to serve on University, College and discipline area committees. In completing their annual/triennial reports, faculty shall indicate how they met the standards for minimum acceptable contributions to service. Faculty should provide a brief analysis of their specific activities and accomplishments in each service capacity. Simply listing appointments to positions and memberships on committees is generally not adequate documentation of service contribution for purposes of annual/triennial evaluation. Specifically, faculty shall indicate their individual responsibility, participation, and outcome.

Faculty should also detail contributions to community and professional service, including an assessment of how the activities are relevant to the faculty member’s teaching, scholarship, specific College initiatives or to the central mission of the University.

Examples of service include, but are not limited to:

1. Serving on discipline area committee
2. Serving on College committees
3. Serving on University committees

4. Serving as a major officer or staff person contributing to the vitality of one or more committees or in writing significant reports, proposals, etc., for those committees

5. Serving as an officer of a professional organization either local, regional or national or performing other noteworthy service for such an organization

6. Directing or organizing workshops, symposia and seminars

7. Participating in programs with elementary or secondary schools or other elements of the community, related to their work at the university

8. Serving in a mentoring capacity with new faculty

9. Serving as an advisor of student organizations, student activity projects and/or other service to the student body

10. Serving as a support person in the recruitment and retention of students (i.e., campus visits, Presidential Scholars Competition interviews, etc.)

11. Service to the community, state or nation involving professional contributions to the public, service and/or non-profit organizations

12. Serving as a reviewer or editor for a professional journal related to their discipline

6.3.5.1 Minimum Levels of Effective Performance. The following are representative of minimum levels of performance considered for a rating of “effective,” at a faculty member’s current rank. However, the Evaluation Committee will also consider the quality and extent of work involved based on the evidence provided by the faculty member in their evaluation report.

**Instructor**
- College or University committee
- Discipline area committee

**Assistant Professor**
- University committee
- College committee
- Discipline area committee
- 1 additional Service activity (could be met by multiple committee assignments)

**Associate Professor**
- University committee
- College committee
6.4 Judgmental Criteria for Promotion.

6.4.1 The demonstration of achievements for promotion is understood to be cumulative since appointment at NMU or since application for promotion to the preceding rank at NMU (or since the beginning of the prior service period when prior service credit has been granted at the time of appointment).

6.4.2 The broad outlines of the judgmental criteria for promotion and tenure, focusing on the three judgmental areas of (1) Assigned Professional Responsibilities, (2) Scholarship and/or Professional Development, and (3) Service, are found in Section 5.6.3 of the Master Agreement. The more specific criteria contained in these Bylaws, including the examples, support and amplify the language in the Master Agreement. Further, the judgmental criteria were developed in consideration of AACSB Standards.

6.4.2.1 Meeting the minimum guidelines does not guarantee promotion, because the committee will consider the quantity, quality and contribution to the business disciplines of the publication or presentation outlet. Publication in a prestigious journal could reduce the total quantity of scholarly works required.

6.4.3 Promotion to Assistant Professor

6.4.3.1 Minimum Qualifications

a. An earned doctorate from an accredited institution.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.

6.4.3.2 Evaluative Standards

a. Sustained performance in the area of Assigned Responsibilities as evidenced by the items listed in Section 6.3.2. There must be evidence that the quality of performance in some of these activities is greater than one would expect at the level of instructor.

b. One peer-reviewed journal articles plus any three intellectual contributions in the list
 below. This list is not exhaustive and other intellectual contributions will be considered. Multiple instances of any in the following list are acceptable. Most forms of scholarship will be peer reviewed and the faculty member is responsible for demonstrating how this occurred.

- Refereed conference proceedings
- Published book review or article summary
- Published textbook chapter
- Published textbook (each chapter of published textbook is counted separately)
- Published textbook ancillary
- Published instructional materials
- Published case
- Refereed conference presentation
- Submitting grant proposal to support scholarly activity
- Consulting in the area related to professional discipline
- Additional journal article
- Sharing of knowledge with colleagues or students through seminars or other activities, or via speeches and other avenues outside the university community

c. Evidence of effective academic service from the list of activities in Section 6.3.4 of these Bylaws.

d. History and promise of strong contributions to the College, University and academic discipline.

e. Evidence of a history of predominantly positive annual evaluations.

f. Extent to which minimum qualifications are exceeded commensurate with their area of emphasis. If the area of emphasis is Scholarship and/or Professional Development, at least two peer-reviewed journal articles are required. If the area of emphasis is Service, multiple instances of service are required including evidence of active involvement in these activities.

6.4.4 Promotion to Associate Professor

6.4.4.1 Minimum Qualifications

a. An earned doctorate from an accredited institution and normally five (5) years of full-time higher education experience at the rank of Instructor or above. Exceptions may be made because of unusual scholarly achievements or unusual professional service achievements.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.
6.4.4.2 Evaluative Standards

a. Sustained performance in the area of Assigned Responsibilities as evidenced by the items listed in Section 6.3.2. There must be evidence that the quality of performance in some of these activities is greater than one would expect at the level of assistant professor.

b. Two peer-reviewed journal articles plus any four intellectual contributions in the list below. This list is not exhaustive and other intellectual contributions will be considered. Multiple instances of any in the following list are acceptable. Most forms of scholarship will be peer reviewed and the faculty member is responsible for demonstrating how this occurred.

- Refereed conference proceedings
- Published book review or article summary
- Published textbook chapter
- Published textbook (each chapter of published textbook is counted separately)
- Published textbook ancillary
- Published instructional materials
- Published case
- Refereed conference presentation
- Submitting grant proposal to support scholarly activity
- Consulting in the area related to professional discipline
- Additional journal article
- Sharing of knowledge with colleagues or students through seminars or other activities, or via speeches and other avenues outside the university community

c. Evidence of effective academic service from the list of activities in Section 6.3.4 of these Bylaws.

d. History and promise of strong contributions to the college, university and academic discipline.

e. Evidence of a history of predominantly positive annual evaluations.

f. Extent to which minimum qualifications are exceeded commensurate with their area of emphasis. If the area of emphasis is Scholarship and/or Professional Development, at least three peer-reviewed journal articles are required. If the area of emphasis is Service, multiple instances of service are required including evidence of active involvement in these activities and leadership in a major university committee or as an officer of a professional organization.

6.4.5 Promotion to Professor
6.4.5.1 Minimum Qualifications

a. An earned doctorate from an accredited institution and normally eleven (11) years of full-time higher education experience at the rank of Instructor or above. Exceptions may be made because of unusual scholarly achievements or unusual professional service achievements.

b. An exception to the earned doctorate is that for faculty teaching solely in community college programs, a Master's degree, plus appropriate experience and specialized certification in the teaching area.

6.4.5.2 Evaluative Standards

a. Sustained performance in the area of Assigned Responsibilities as evidenced by the items listed in Section 6.3.2. There must be evidence that the quality of performance in some of these activities is greater than one would expect at the level of associate professor.

b. Three peer-reviewed journal articles plus any four of the following intellectual contributions in the list below. This list is not exhaustive and other intellectual contributions will be considered. Multiple instances of any in the following list are acceptable. Most forms of scholarship will be peer reviewed and the faculty member is responsible for demonstrating how this occurred.

- Refereed conference proceedings
- Published book review or article summary
- Published textbook chapter
- Published textbook (each chapter of published textbook is counted separately)
- Published textbook ancillary
- Published instructional materials
- Published case
- Refereed conference presentation
- Submitting grant proposal to support scholarly activity
- Consulting in the area related to professional discipline
- Additional journal article
- Sharing of knowledge with colleagues or students through seminars or other activities, or via speeches and other avenues outside the university community

c. Sustained evidence of leadership and high achievement in academic service.

d. History and promise of strong contributions to the college, university and academic discipline.

e. Evidence of a history of predominantly positive evaluations.
6.5 Judgmental Criteria for Tenure. Evaluative criteria for tenure are the same as those for promotion to Associate Professor.

6.6 Judgmental Criteria for Continuing Contract Status. Evaluative criteria for Continuing Contract Status and promotion to Assistant Professor are the same.

ARTICLE 7. AMENDMENTS

7.1 Proposals for Bylaw changes may come from any member of the full-time faculty eligible to vote.

7.2 These Bylaws may be changed by two-thirds vote of the full-time faculty members eligible to vote subject to the approval process as stated in the Master Agreement.