



Office of the Provost and
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TO: Richard Koubek, President

FROM: Jacqueline E. Huntoon, Provost & Senior Vice President for Academic Affairs

Jacqueline E. Huntoon

COPIES: Dean Johnson, Dean, College of Business

DATE: January 24, 2022

SUBJECT: Charter, College of Business

Attached is the Charter for the College of Business (Senate proposal 13-22). I have reviewed and endorse the revisions.

I concur X do not concur with this recommendation.

Richard Koubek, President

1/25/22

Date

I. CHARTER MAINTENANCE

A. DEFINITION OF VOTING MEMBERS

Charter voting members consist of tenured and tenure-track, and non-tenure-track faculty with at least 50% appointment within the College, including appointments as a lecturer, senior lecturer, principal lecturer, or professor of practice. Adjunct, affiliated, and visiting appointments are not voting eligible. Also excluded are the Dean, Associate Dean, and other faculty who have a 50% time or more administrative appointment at Michigan Tech. Staff are charter voting members only for amendments that explicitly apply to staff as determined by a majority of the voting eligible faculty.

All voting eligible faculty members are expected to participate in the intellectual and operational life of the College and are eligible and expected to serve on College committees and to participate as voting members in the College's governance, including when changes are made to the charter.

The voting eligible faculty have responsibility for curricular policy. Only the voting eligible faculty make recommendations and vote on academic programs and curricular changes.

The role of the administration, administrative staff, and non-voting eligible faculty in unit governance is described in section IV.

B. PROCEDURE TO AMEND THIS CHARTER

The College faculty senator will monitor University senate policy changes that may impact charters and will notify the Dean whenever these affect this charter.

The College Dean monitors compliance with university-wide policies and follows the procedure defined below for amending this charter to bring it into compliance. Whenever university policy and the Charter are in conflict, university policy will take precedence.

The Dean will establish an ad-hoc Charter revision committee to review and propose changes to the Charter when necessary. Amending the Charter should be done no more than once a semester.

Any voting eligible faculty member may make a suggestion in writing to the Dean for an amendment to the Charter. The Dean will either circulate the amendment directly to the College faculty for its review and consideration at the next faculty meeting or appoint an ad hoc committee to review and recommend changes to the faculty. The committee must report its recommendation to the Dean within thirty days of receipt of the proposed amendment. Any proposed amendment must be circulated to the faculty at least two weeks prior to its discussion at a faculty meeting.

In order to provide documentation of decisions, all votes on changes to the charter are made with a secret ballot, and the results are recorded in the faculty minutes.

A two-thirds majority of College's tenured and tenure track faculty must approve any

amendment related to the tenure or promotion procedure and criteria.

A two-thirds majority of the College's eligible voters must approve any other amendment.

Following approval by the faculty, the Dean's office will send the amendment to the Provost and President for their approval following University policy.

II. DUTIES AND RESPONSIBILITIES OF THE DEAN

The Dean: The Dean is the chief academic and administrative officer of the College of Business. The Dean oversees all College activities, including, but not limited to, strategic planning, personnel matters, budgeting and fiscal control, curricular and program planning, development efforts, and external relations. In this role, the Dean will consult with faculty and staff to establish and implement policy and maintain an environment and allocate resources that provide students access to quality education in business and economics, that allow College faculty and staff to fulfill their responsibilities, and otherwise ensure that the College achieves its mission. The Dean will use budgetary and administrative authority to foster the development and enhancement of quality undergraduate and graduate programs, encourage increased research and scholarly activity, make recommendations to the Provost on faculty hiring, promotion, and tenure issues, and foster diversity within the College. The Dean will lead the College's advancement and fundraising efforts, lead the efforts to maintain accreditation, and work with external communities and within the university to achieve the University's strategic goals.

The Dean is assisted by the Associate Dean who represents the College in the Dean's absence, provides advice and counsel to the Dean, and performs other functions as assigned by the Dean.

The Dean and Associate Dean are supported by the administrative staff and directors and Ad Hoc Coordinators.

III. PROCEDURES FOR APPOINTMENT, MAJOR REVIEW, REAPPOINTMENT, AND PROMOTION AND TENURE REVIEW

A. CRITERIA FOR APPOINTMENTS AND PROMOTION

All faculty are expected to contribute to Michigan Tech's educational mission and to display the academic citizenship required for scholarship, professional service, and instructional quality. The following criteria apply to specific position ranks:

1. CRITERIA FOR THE RANK OF ASSISTANT PROFESSOR

The candidate should:

Have a terminal degree appropriate for the primary teaching responsibilities of the position.

Demonstrate the ability to be an effective teacher.

Demonstrate a capacity to develop a record of research and publication with a willingness to participate in externally funded research.

2. CRITERIA FOR THE RANK OF ASSOCIATE PROFESSOR

The candidate must meet all requirements for the rank of Assistant Professor and the following:

Research: The candidate must maintain a continuing and active participation in peer reviewed scholarly research by publishing journal articles and making presentations sufficient to demonstrate research productivity beyond the dissertation. While not required, involvement in externally funded research is encouraged and contributes towards tenure and promotion. The candidate should develop recognized scholarly expertise in a particular area or areas aligned with the candidate's primary discipline at the time of hire and must demonstrate a strong likelihood of continued research after promotion. Some peer reviewed pedagogical research is acceptable, but pedagogy cannot be the primary area of research expertise. Interdisciplinary research is encouraged although not required and can contribute toward promotion and tenure. However, to contribute to promotion and tenure, a faculty member's contributions to interdisciplinary research should be based on their primary discipline at the time of hire.

Teaching: The candidate must have a successful record as a teacher and present evidence verifying their successful teaching. Evidence can include acceptable or above average student evaluations, acceptable evaluations from senior faculty class visitations, development of innovative teaching techniques, implementation of meaningful assessment efforts, alumni(ae) endorsements, advising of undergraduate students, the supervision of graduate students, and service on graduate student thesis and/or dissertation committees.

Service: The candidate must be an active participant in service activities recognized by the University and College. They must have worked constructively with faculty colleagues. In evaluating service activities, the following items may be considered: active participation on College or University committees, professional community contributions (e.g., lending professional consulting expertise to the community), advising of student groups, undertaking College projects, participation in professional societies (including service as officer, program participant, or organizational coordinator, reviewer of manuscripts and proposals, and service on editorial boards).

3. CRITERIA FOR THE RANK OF PROFESSOR

The professor appointment requires an earned doctoral or terminal degree or equivalent and demonstrated sustained quality teaching, wide recognition for scholarly activities and substantial service to the University and the profession. Promotion to professor is based upon candidate's record after promotion to associate professor.

The candidate must meet all requirements for the rank of Associate Professor and the following:

Research: Candidates must have produced a significant body of scholarship such that they have wide recognition for scholarly activities. Scholarly achievement and professional activity are defined as significant if they result in national and/or international recognition by a

meaningful number of peers in the individual's area of specialization. The candidate must have continuing and active participation in peer reviewed scholarly research such as publishing journal articles, proceedings, books, and making presentations. Activity as the principal investigator on funded research is further evidence of scholarly research activity. The candidate should develop external scholarly recognition in at least one area of expertise, preferably aligned with the candidate's primary discipline at the time of hire. Some peer reviewed pedagogical research is acceptable, but pedagogy cannot be the primary area of research expertise.

Teaching: Candidates must demonstrate sustained quality teaching. Evidence may include student evaluations, continued class visitations from senior faculty members, further development of innovative teaching techniques, continued implementation of successful assessment efforts, advising of undergraduate students, the supervision of graduate students, and service on graduate committees.

Service: Candidates must demonstrate a leadership role in service to the University or College and to their discipline. Evidence may include service on the University Senate, chairing important University and College committees, and active professional leadership such as book, manuscript, prospectus, and research proposal reviews for outside agencies, publishers, or organizations, and service on committees or as officers of professional societies.

Additional recognition: Some candidates may receive additional recognition in their academic disciplines that support their candidacies for promotion. Examples of evidence to support this recognition may be special honors received by national or international professional societies, outstanding scholar awards, or receipt of funding that supports the mission of the College.

4. CRITERIA FOR NON-TENURE-TRACK FACULTY

Non-tenure track faculty provide teaching and specialized expertise. Criteria for these ranks are given in Section 1.5.5 of the Faculty Handbook.

B. APPOINTMENT PROCESS

Ad hoc committees will be formed to recruit and fill all voting eligible faculty positions. Members of the committee will generally be faculty in the position discipline. Non-voting eligible faculty positions will be filled through joint consultation between the Dean and the faculty in the academic discipline except in cases of exceptional circumstances.

C. FACULTY REVIEWS

Each non-tenured, tenure-track faculty member must receive a written, individual evaluation for developmental purposes on at least an annual basis. It will be the responsibility of the Dean to provide this written evaluation, with input from the TPR committee. The Dean will follow the procedure specified in Appendix I of the Faculty Handbook. To facilitate this review, all faculty members must keep their files up to date, including Digital Measures, their CV, and the files in a digital portfolio that is stored on Canvas.

In the second and fourth year for each non-tenured, tenure-track faculty member, the TPR committee will evaluate their performance and progress towards tenure. After reviewing the faculty member's file, the TPR committee will prepare a candid letter that summarizes the faculty member's progress and whether they are making sufficient progress towards the tenure decision year. The letter is given to the Dean. The Dean will meet with the faculty member to review the TPR committee letter. The faculty member will be given a copy of the letter for their records. At the faculty member's request, they may meet with two or more members of the TPR committee to discuss the letter.

The Dean, in conjunction with the TPR Committee, will provide feedback and guidance to associate professors, if desired, on progress to full professor every three years.

D. PROMOTION AND TENURE REVIEW PROCESS

The tenure and promotion review process for faculty of Michigan Technological University is contained in Appendix I of Michigan Technological University's Tenured and Tenure-Track Faculty Handbook. The remainder of this document contains details specific to the College of Business that supplement and are in concert with the general process and definitions outlined in Appendix I.

Consideration for reappointment begins with a review performed by the TPR Committee if the candidate's principal academic appointment is in the College of Business (i.e., the candidate holds an appointment of fifty percent or more of full-time in the College). The committee sends its written evaluation and recommendation to the Dean and the Dean also makes a written recommendation on reappointment of the candidate. All recommendations must indicate whether reappointment is recommended.

1. TENURE, PROMOTION, AND REAPPOINTMENT COMMITTEE:

This Committee

Makes reappointment recommendations for tenure-track faculty, lecturers, and professors of practice to the Dean,

Makes recommendations on promotion and tenure decisions,

Makes recommendations to the College of Business tenured faculty on emeritus/emerita status for retiring faculty members,

Continuously reviews the College of Business promotion and tenure procedures and policies and recommends revisions to the faculty,

Reviews sabbatical leave requests, and

Is comprised of five tenured College of Business faculty members who receive a plurality of votes cast by tenured and tenure-track faculty.

Members serve staggered three-year terms and cannot serve successive terms (see below if no one is eligible). The three-year terms begin according to the following schedule, which remains regardless of the faculty who fill these terms: One term begins in the first year, two

terms begin in the following year, and two terms begin in the year after that. This pattern of terms repeats in a continuing three-year cycle. The tenured and tenure-track faculty will elect replacements to serve for only one-year for Committee members who are on sabbatical or professional leave or who request consideration for promotion to full professor. Following completion of a leave or promotion review, the faculty member will complete the remainder of their term on this committee.

If a member of the TPR will be absent from the committee for two years, the tenured and tenure track faculty will elect a replacement for each year of the two years. Replacement members serve for one year only.

Faculty are eligible for election as replacement or regular members of the TPR unless they have actively served on the TPR the preceding three consecutive years.

In the case where there are insufficient tenured faculty available to serve on the TPR committee because of faculty on a sabbatical leave; those on a one semester sabbatical leave are eligible to serve as follows: Fall semester sabbatical—this faculty can serve on the Inter-College Committee in the spring semester following their sabbatical. Spring semester sabbatical—this faculty is eligible to serve on the College’s TPR committee in the summer and fall semester prior to their sabbatical. In the event that there are no eligible tenured faculty to be elected to the TPR in a given year (either as permanent or replacement members), the tenured faculty who has served on the TPR the fewest number of years during the previous 6 years will serve for one year.

The Committee members will participate in all recommendations on promotion and tenure decisions, provided, however, that only Committee members that have earned the rank of full professor shall participate in any recommendation for promotion to full professor. In the event there are fewer than three (3) Committee members that have earned the rank of full professor, the COB tenured and tenure-track faculty shall vote to select as many faculty members at the rank of full professor as needed to serve on a temporary basis. A committee member serving on a temporary basis is only there to participate in recommendations for promotion to full professor, and their future eligibility to serve as a regular member is not changed. In the event there are fewer than three (3) full professors in the College, the TPR Committee (which may, in its discretion, seek assistance from the Dean's Office) shall recommend a slate of candidates and the COB tenured and tenure-track shall vote to select as many faculty members at the rank of full professor as needed from other academic units within the University to serve on a temporary basis. In all cases, the chair of the Committee that evaluates a promotion request to full professor shall be from the COB.

2. INTER-COLLEGE COMMITTEE

Section 5.4.2.2 of Appendix I of the Faculty Handbook defines the “Inter-School”¹ Committee and requires two tenured faculty members from the College of Business. These members will serve staggered two-year terms and cannot serve on the College TPR committee or participate in any promotion or review decision at the College level. Faculty being considered for promotion may not serve that year. “Inter-School” members are elected by a plurality of votes

¹ This name, Inter-school Committee, is a historical artifact that will be addressed in future updates of the Faculty Handbook.

cast by the tenured and tenure track faculty from among the eligible tenured faculty after the TPR committee votes are conducted. If a representative will be absent in the second year of their term, a replacement will be selected for one year to keep the staggered two-year term schedule in place. If possible, representatives will not serve consecutive terms.

In the event that there are insufficient eligible tenured faculty members, the procedures for insufficient members of III.4.D.1 above will be followed as closely as possible.

3. REVIEW TIME SCHEDULE

The Dean will establish the time schedule for the following academic year for the major, mandatory tenure, and promotion review process, and this schedule will meet the schedule requirements established by the Provost.

DATES THAT MUST BE ESTABLISHED EACH YEAR:

Notification of required reviews – the Dean notifies the TPR Committee of all major and mandatory tenure reviews that must be completed. The initial notification date will be set after the release of the Board of Control agenda for its May meeting and before the beginning of the first track of summer session. The membership of the TPR Committee will be determined at the last faculty meeting of the spring semester.

TPR review dates – Following are the dates that need to be specified for the TPR committee’s major, mandatory tenure, and early tenure and promotion reviews (and other reviews requested by the Dean).

Major review dates, in chronological order:

- a. Faculty digital portfolio revision date – faculty undergoing review update their vitae and files. All faculty will maintain digital portfolios with complete information about their research, teaching and service activities in an organized fashion without undue detail as supporting documentation for accreditation, reviews, and COB publicity.
- b. TPR Committee review date – the TPR Committee must complete its review of the files and provide written recommendations to the Dean for major reviews.

Promotion and tenure (mandatory tenure as well as early tenure or promotion) review dates, in chronological order:

- a. Initial notification date – early tenure or promotion review candidate notifies TPR Committee and the Dean of desire to be reviewed.
- b. External reviewer identification date – candidate provides external reviewer information (see section 5b) to the TPR Committee. The TPR Committee identifies and compiles the same information for its list of external reviewers.
- c. External reviewer acceptance date – external reviewer accepts this assignment.

- d. External reviewer packet date – candidate packet mailed to external reviewers.
- e. External review due date – external reviews due to the TPR Committee.
- f. File review date – TPR Committee begins reviewing the candidate’s file.
- g. “Inter-School” committee review date – University established date when the College promotion and tenure files must be delivered to the Provost’s office for review by the “Inter-School” Committee.

4. REQUESTS FOR PROMOTION REVIEWS AND REQUESTS FOR EARLY TENURE

A faculty member may request consideration for tenure prior to the mandatory year by following the procedures and meeting the criteria described in Appendix I of the Michigan Technological University Faculty Handbook (Section 5.6). Prior to this request, candidates are urged to consult with the College Dean and the TPR Committee Chair about their chances of successfully achieving early tenure.

A candidate requesting early tenure (review before the mandatory year) or promotion in the subsequent academic year must inform the Chair of the TPR Committee and the Dean in writing by the initial notification date. This requirement does not include faculty who will be facing a mandatory review in the subsequent academic year.

5. STEPS OF THE TENURE REVIEW PROCESS:

The review process for all School faculty members for tenure consideration coincides with Appendix I of the Faculty Handbook and includes the following additional details and dates:

- a. Following the notification date but before the external reviewer identification date, the TPR Committee, or at least two members thereof, will meet with the candidate to discuss the review process, answer questions and concerns, and clarify the timetable and documents required. The candidate should also meet with the Dean for this purpose. From this point on, the candidate should direct any other questions or communications to the Chair of the TPR Committee or the Dean.
- b. By the external reviewer identification date, all faculty who are to be considered for tenure and/or promotion in the subsequent academic year must provide the Chair of the TPR Committee with:
 - a list of no fewer than five potential external reviewers,
 - a short biographical sketch (150 word maximum) of each potential external reviewer, and
 - a statement that fully discloses the nature of the relationship (if any) the candidate has with each external reviewer.

- c. Except for those facing mandatory review, if this is not done by the external reviewer identification date, the review process is terminated for that year.
- d. By the external reviewer identification date, the TPR Committee will assemble (1) a separate list of no fewer than five potential external reviewers, and (2) a short biographical sketch (150 word maximum) of each potential external reviewer. External reviewers should be tenured at their institution, well established scholars in the candidate's field of expertise and have the ability to provide an objective evaluation of the faculty member.
- e. The information collected on the potential external reviewers by both the candidate and the TPR Committee will be submitted to the Dean by the external reviewer identification date. The Dean may provide feedback to the TPR Committee on this list of potential external reviewers. The choice of the external reviewers is ultimately the responsibility of the TPR Committee. The relevance of the scholar's evaluation to the recommendation in question should be specified.
- f. By the reviewer acceptance date, the TPR Committee will obtain "willingness to serve" commitments from at least 5 external reviewers for each candidate selected from the combined lists. Each external reviewer will be asked to provide the TPR Committee, by the external reviewer acceptance date, a current CV and a statement that fully discloses the nature of the relationship (if any) that the external reviewer has with the candidate. External reviewers will be reminded to submit their review letters by the external review due date. The letter to the external reviewer from the TPR Committee will specify the items to be examined and evaluated. The College promotion and tenure guidelines will be included as an attachment to the letter sent to the external reviewers. Treatment of letters received from external reviewers will follow the procedures specified in Appendix I of the Faculty Handbook.
- g. By the reviewer packet date, the candidate will submit to the Chair of the TPR Committee a packet that will be sent to external reviewers. This should include: (1) a current CV, (2) a Statement of Research that includes (at a minimum) a description of the candidate's research area, a summary of their published work including evidence that indicates the strength and trajectory of ongoing and future research, and (3) reprints of at least three peer-reviewed, published works. The format of the packets to be submitted electronically will be specified by the Dean when the dates are specified.
- h. It is the candidate's responsibility to prepare their File for Tenure and Promotion in accordance with Appendix I, Section 5.3 of the Michigan Technological University Faculty Handbook. The candidate will submit their file by the file review date. The candidate must provide the information as specified by the university form "Checklist for Promotion and/or Tenure Recommendations". To provide a strong case for consideration, the file prepared by the candidate should include the following.
- All required, completed University forms.
 - Current CV
 - A Statement of Research.

- Reprints of published (or accepted for publication) peer-reviewed journal articles, refereed conference proceedings, refereed book chapters, and books.
- Evidence of future research potential.
- Indicators of the quality of the candidate's published works: Measures of quality can include information about the quality of the journal such as publisher, editor, editorial review board, review process, acceptance rate, information from Cabell's or similar sources, the journal's impact factor, ranking on a journal list, or other information the candidate wishes to provide. The candidate can also provide direct measures of article quality such as citations, best paper awards, etc. The candidate should also provide information as to the source for these measures. If measures of quality are not available, the candidate should clearly state this.
- Copies of proposals of accepted educational or scholarly grants that resulted in external and/or internal funding in which the candidate was principal or co-principal investigator.
- A Statement of Teaching that includes the candidate's approach to teaching, a summary of any innovations, course development, and/or teaching related accomplishments.
- Evidence of teaching quality beyond what the University forms require such as course materials, teaching awards, peer evaluations, curriculum development, and copies of summary student satisfaction evaluations for all courses taught. Documentation of additional teaching related activities such as special topics classes, work with graduate students, thesis or dissertation committee work and advising should be included.

i. Following the external review due date, the TPR Committee will examine the candidate's files and the external reviewer letters and prepare a recommendation about promotion and/or tenure for the candidate. The Committee may consult with tenured faculty in the candidate's discipline within the College who are not also members of the TPR Committee. This consultation will occur in a formal TPR meeting with the purpose of seeking information about the state of research, teaching, and service in the candidate's field, not an assessment of the candidate. Any unsolicited information provided outside of this process will be handled as described in section 5.7 of Appendix I of the University Tenure, Promotion, and Reappointment Procedures.

- By the "Inter-School" committee review date, the TPR's recommendation will be placed in the candidate's file. Following the "Inter-School" Committee review, the Dean makes a written recommendation, and these two recommendations are sent to the Provost. All recommendations must indicate whether reappointment is recommended. Simultaneously, the Dean is to inform the candidate, in writing, whether reappointment is recommended. In cases where the recommendation is against reappointment, the Dean may, upon the request of the candidate, provide a written statement of the reason(s) for the negative recommendation, specifying

areas where the candidate's performance was deemed deficient by the Dean, TPR committee, and/or external reviewers.

6. REVIEW FOR PROMOTION TO FULL PROFESSOR

The review procedures for promotion exactly parallel those for tenure review listed above or in Appendix I with the substitution of the word Promotion for Tenure, with the following exception:

In the case of requests for promotion from Associate to Full Professor, all external reviewers must be at the rank of Full Professor at their institution.

7. REVIEW FOR PROMOTION TO SENIOR LECTURER OR PRINCIPAL LECTURER

Non-tenure track faculty in the rank of Lecturer or Senior Lecturer who wish to be considered for promotion will submit documentation similar to that for tenure track faculty by the faculty digital portfolio revision date. The promotion process will be:

1. The College Tenure, Promotion and Reappointment committee makes a written recommendation and forwards it with the documentation to the Dean.
2. The College Dean makes a written recommendation and forwards it with the documentation to the Provost.

IV. ROLE OF PROFESSIONAL STAFF AND NON-VOTING ELIGIBLE FACULTY IN UNIT GOVERNANCE

The administration consists of the Dean, the Associate Dean, and administrative staff. The non-voting eligible faculty consists of non-tenure-track faculty who are not lecturer-track faculty nor professors of practice that participate in the teaching, research, and/or instructional programs of the College. Administrative staff and non-voting eligible faculty may serve as ex-officio members of committees but are normally non-voting members.

V. SABBATICALS

The College follows University procedures described in Appendix E of the Tenured/Tenure-Track Faculty Handbook

The Dean will request a recommendation from the TPR Committee before acting upon a sabbatical leave proposal. The TPR Committee will review the proposal with the faculty member making the request, and provide constructive feedback to strengthen the document, if required, before tendering a recommendation.

VI. EMERITUS/EMERITA STATUS

See University Senate Proposal 20-02 for the process of awarding emeritus status.

The following describes the College's nomination procedures for and privileges of emeritus (emerita) faculty.

A. PROCESS FOR GRANTING EMERITUS/EMERITA STATUS

Recommendations on emeritus/emerita status can originate from the College's TPR Committee, the Dean, or the retiring faculty member. The TPR Committee will review credentials of the applicant and will make a recommendation on emeritus/emerita status to the Dean. The TPR Committee will report its recommendation concerning emeritus/emerita status to the COB faculty.

After reviewing the TPR recommendation, the tenured faculty members will vote to recommend emeritus/emerita status for the applicant. The process will end if a simple majority of tenured faculty members declines to recommend emeritus/emerita status.

The Dean will forward the faculty's recommendation on emeritus/emerita status for the applicant to the Administration only if the College's tenured faculty recommend emeritus/emerita status. The Dean will attach the TPR Committee's recommendation and the College's tenured faculty's recommendation. Simultaneously, the Dean must inform the candidate, in writing, of the recommendation.

B. APPEALS

A retiring faculty member may ask the Dean to review a negative recommendation for emeritus/emerita status by the TPR or the faculty.

The Dean must provide a written explanation to the TPR Committee and the faculty if they decide that emeritus/emerita status should be granted despite a negative recommendation from the Committee.

The TPR and the faculty will then reconsider the case and a new vote will be conducted.

A retiring faculty member may ask the Dean to appeal to the President for a review of a Provost's decision not to recommend emeritus/emerita status.

VII. GRIEVANCES

The COB encourages faculty and staff with grievances to initially try to informally resolve them through communication with the Office of the Ombuds, as listed in Section 8.2 of the Faculty Handbook.

For formal complaints, the COB follows the University's Grievance Policy and Procedure (see Section 8.1 of the Tenured/Tenure-Track Faculty Handbook) to initiate, review, and resolve faculty grievances. See the list of formally grievable issues in the Handbook.

For grievances within the College, the grievance committee is formed as follows.

The College's University Senator or Alternate will ask the grievant to identify two tenured faculty members from the College as possible committee members.

The College's University Senator or Alternate will ask the grievant (the person against whom the grievant has a grievance) to identify two primary tenured faculty members from the College as possible members for the Committee.

The grievant will select one of the two faculty members identified by the grievant as a committee member.

The grievant will select one of the two faculty members identified by the grievant as a committee member.

The University Senate President, in consultation with the University Ombuds, will select a tenured faculty member from another University academic unit as the third person on the committee.

For grievances between a College faculty member and a person in another University unit, the grievance will be referred to the University-wide Faculty Review Committee (FRC) or to the University Ombuds for review.

The grievance procedure will follow Appendix C of the Faculty Handbook and University Senate Policy 704.1 including the use of forms to track the grievance and compliance with timeliness requirements.

VIII. Additional College Policies and Practices

A. COB Operating Manual

General operating procedures for the College are described in the COB Operating Manual. Items in the operating manual will include policies and procedures for evaluation of the Dean, formulation of committees, voting policies, guidelines for faculty hires, and other information. The COB operating manual should be viewed as a living internal document and a guideline for internal operations, but any deviations from the COB Operating Manual carried out or approved by the administration should be explained and discussed with the voting-eligible faculty.

B. Process to Change the Operating Manual

Changing the operating manual will take place over at least two faculty meetings to allow operating manual flexibility yet sufficient consideration. An approved motion from a faculty meeting will be distributed to the Charter-voting members prior to a follow-up faculty meeting where changes will be discussed. Adoption of the revised operating manual requires a simple majority affirmative vote by the Charter-voting members of the College. Such changes may occur once an academic year semester.