University at Buffalo - School of Management

FACULTY BYLAWS

Organization and Governance of the Faculty

Adopted by the Faculty May 12, 1970
amended April 2005
PREAMBLE

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The Faculty of the School of Management, State University of New York at Buffalo, in order to provide an improved framework for accomplishing its objectives, adopted a new organization and governance structure on May 12, 1970 (with subsequent amendments), as described in this document.

The structure is designed to meet the following criteria:

1. Greater operating responsiveness and efficiency in instructional programs from perspectives of students and of employers of graduates from those programs.

2. Better structural responsiveness to permit simultaneous attention to existing commitments and to new developments.

3. Improved congruence with present and future environments that pose problems and opportunities for the School.

4. Increased capacity for planning, coordination, and evaluation through improved decision processes and quality of information.

5. Feasibility, with respect to faculty and administrative staff.

In recognition of these criteria a matrix form of organization is hereby established, with Programs and Departments as the major structural units.
I. FACULTY AND ADMINISTRATIVE ORGANIZATION

A. Faculty

The faculty of the School of Management shall include all those who hold full-time academic staff appointments in the School.

The voting membership of departments and eligibility to vote on personnel and administrative matters is specified in subsequent sections.

B. Types of Appointments

Regular appointments: Professor, Associate Professor, Assistant Professor and Instructor

Special appointments: Adjunct titles, Lecturer, Visiting titles

Proviso 1: Persons holding full-time appointments, with a term of two years or more, as Visiting Professor or Visiting Associate Professor shall, for purposes of these by-laws, be treated as assistant professors holding regular appointments.

Proviso 2: Persons holding full-time adjunct appointments which are anticipated to last for two years or more shall have departmental voting privileges as determined by the departments involved, except as otherwise regulated by these Bylaws. Persons holding such appointments shall have full voting privileges on all School-wide matters except those involving personnel actions.

C. Administration

The Dean shall be the chief administrative officer of the School.

The central administrative structure shall be based on a matrix composed of departments and programs, each being administered by a chair.

Department and program chairs shall have a two-fold role in planning, evaluation, and direction of the major educational activities of the School. First, they shall be concerned with leadership, guidance, control, and operation of their respective groups, established programs, and development programs. Second, the chairs as a team shall participate in formulation of school-wide plans, and in evaluation of the performance of the School from the perspective of the organization as a whole and its relevant environment. The Dean and the several chairs shall comprise the line academic management of the School.
To complement the line management activities assigned among the Dean, department chairs and program chairs, a Policy Committee shall serve to advise, recommend, criticize and selectively participate in school-wide problem identification, policy review, monitoring of major activities and determination of the process by which special decision needs should be met.

There shall be at least five standing committees for the School: Undergraduate Program Committee, MBA Program Committee, Ph.D. Program Committee, Policy Committee, and Committee on Academic Appeals. Ad-hoc faculty committees shall be appointed as required by subsequent sections or at the discretion of the Dean.

D. Programs

Programs are operating curricula, approved by the faculty, designed to serve defined groups of students and external user clientele. They shall be centers of responsibility for assuring that high quality academic services are offered to the various user-constituencies of the School, including students in professional degree programs, participants in practicing manager training programs, and employers of the graduates and participants in the programs. The responsibility of a program encompasses overall academic content, purposes, and pedagogical methods as they relate to learning outcomes appropriate to the current and future requirements of professional practice.

Each program shall be administered by a faculty member designated as the program chair. He or she shall be appointed by the Dean, following a consultative vote of the Policy Committee through a formal secret ballot, and shall serve a term of three years. Reappointment for additional three year terms shall follow the procedure specified above for an initial appointment.

The program chair shall be responsible for overall planning, coordination and development of the academic content and purpose of the program. He or she shall specify the resource requirements of the program, recommend appropriate course offerings (both core and electives), identify areas for improvement in course content and pedagogy, and recommend directions for curriculum and course development. The chair shall also have a role in formulating faculty recruiting priorities and in evaluating the performance of faculty members participating in the program.

A program committee shall be appointed by the Dean, consisting of faculty and student representatives, to aid and advise each program chair. It is intended that, to the extent feasible, membership on the program committees be rotated.

Three existing degree programs have been recognized by the faculty as established programs:

1. B.S. in Management Degree Program
2. M.B.A. Degree Programs (Day, Evening and Executive)
3. Ph.D. Degree Program in Management
Additional programs may be accorded established program status by vote of the faculty.

E. Departments

Departments are centers of responsibility for designing and offering courses for the programs, for facilitating faculty personnel actions, and for maintaining knowledge capabilities required for instructional research activities. They shall be responsible for facilitating the professional development of faculty members by fostering individual career goals and coordinating individual preferences with program goals and priorities.

Faculty membership in departments is to be based on the normal instructional assignments of the individual. A faculty member may hold membership (as defined later in these bylaws) simultaneously in more than one department. Voting membership in a department shall be accorded to the full-time faculty members holding regular appointments therein. With the consent of a faculty member and the affected department chairs, a faculty member may be assigned temporarily to an instructional responsibility other than that of the department(s) in which he is a member. Such temporary assignment in a department does not carry a voting privilege therein.

Each department shall be administered by a faculty member designated as the department chair. He or she shall be appointed by the Dean, after obtaining the results of consultative voting as indicated hereafter. A consultative vote of the faculty members of the department must be obtained by a formal secret ballot. Should the aforementioned consultative vote be negative, the Dean may proceed with the appointment after obtaining a consultative vote of the Policy Committee through a formal secret ballot. Department chairs shall serve for a term of three years, and may be reappointed for additional three-year terms in accordance with the procedure specified above for the initial appointment.

Course offerings of the various programs shall be assigned to specific departments for developing, monitoring, and staffing. While an individual faculty member is encouraged to exercise initiative in affiliating with departments and programs in accordance with his or her professional interests, the respective department chairs shall have the authority to approve assignment of the faculty members to particular courses and program activities.

Six departments are currently recognized:

**Organization and Human Resources** - the department shall be responsible for studies encompassing behavioral sciences, organization theory, manpower planning, labor relations, human resources management, and closely related areas;
**Finance and Managerial Economics** - the department shall be responsible for studies encompassing corporate finance, financial institutions and markets, applied economics, and closely related areas;

**Accounting and Law** - the department shall be responsible for studies encompassing financial and managerial accounting, business law, and closely related areas;

**Marketing** - the department shall be responsible for studies encompassing marketing management, consumer behavior, and closely related areas;

**Operations Management and Strategy** – the department shall be responsible for studies encompassing supply chain management, manufacturing & service operations, integrative management policy and strategy, and closely related areas including entrepreneurship and international business.

**Management Science and Systems** – the department shall be responsible for studies in management information systems, e-business & services, quantitative methods, including management science and statistics, and closely related areas.

The six departments represent the problems and processes of management in general terms, applicable to various managerial environments. As six units of broad academic purviews, they shall encourage the invention, introduction and implementation of program improvements. They shall provide individual faculty members with options to specialize (groupings within the departments), to associate with colleagues of similar or complementary professional interests in teaching and research methodologies, thus facilitating multidisciplinary team efforts, and to teach a wide variety of courses over time through membership or temporary institutional appointments in more than one department.

### II. STANDING COMMITTEES

#### A. Program Committees

The Program committees shall be responsible for the overall development and content of the School's academic programs. Committee members shall be appointed by the Dean after receiving recommendations from the program chairs in consultation with the Associate Dean for Academic Programs. A faculty member shall normally not serve on the same program committee for more than three consecutive years.

#### B. Policy Committee

The Policy Committee shall represent the perspectives of the faculty and the students of the School. It shall be an advisory committee to the Dean, with the primary responsibility for
reviewing policies and major plans as formulated by program chairs, department chairs, administrators, and other faculty-student groups having assigned planning tasks.

The Policy Committee shall consist of (a) department chairs, (b) program chairs, (c) two regular faculty members elected for two-year terms, at least one of whom must be non-tenured, and (d) two student representatives. Associate deans are ex-officio, non-voting members of the Policy Committee. The Policy Committee may invite other faculty and administrators of the School to sit as non-voting members of the Policy Committee as deemed appropriate.

Student representation on the Policy Committee shall consist of one graduate student appointed by the President of the Graduate Management Association and one undergraduate student appointed by the President of the Undergraduate Management Association. The term of a student representative shall not exceed two years.

C. Committee on Academic Appeals

The Committee on Academic Appeals shall be responsible for dealing with student grievances against a faculty member, as described in the School's student handbooks. It shall be composed of four faculty members designated by the Dean and two undergraduate and two graduate students designated by the presidents of the Undergraduate Management Association and the Graduate Management Association, respectively. One faculty member shall be designated by the Dean to serve as the Chair. The student members shall serve in cases involving grievants at their own academic level.

D. Personnel Committee

The Personnel Committee shall review and make recommendations on all personnel actions within the School, excepting initial hires of non-tenured faculty. The Committee's functions will include: (1) reviewing departmental proposals on promotions and tenure and recommending action to the Dean and the faculty; (2) reviewing the records of fourth year faculty members and reporting to the tenured faculty its assessment of their strengths and weaknesses pertaining to a prospective tenure decision; (3) reviewing departmental proposals for appointment renewals and, at its option, making recommendations to the Dean; and (4) reviewing departmental proposals for suspending a faculty member's tenure clock and, at its option, making recommendations to the Dean.

The Committee shall be appointed by the Dean and consist of five tenured faculty, at least three of whom shall be full professors. The Associate Dean for Academic Programs shall serve ex officio as a non-voting member of the Committee, largely in a staff function. The Committee will be chaired by one of the full professor members, selected by the Dean. In appointing the Committee, the Dean shall take account of other service responsibilities carried by prospective members. Membership on the Committee shall be considered a major service assignment, comparable to service on a program committee. Members shall serve two-year terms (although
initial appointments will be staggered so that only half the terms expire each year) and shall be eligible for reappointment. The chair shall rotate every year.

The Committee shall be empowered to establish its own procedures, and it is expressly authorized to delegate cases to subcommittees of at least three members, except that in cases of promotion to or appointment as full professor only full professor members may serve.

E. Strategic Management Committee

The Strategic Management Committee shall work with the Dean on an ongoing basis to revise and monitor the School’s strategic plan, including its mission statement. It shall have primary responsibility for developing and reviewing performance measures for assessing the School’s success in meeting the objectives of the plan. It shall measure and monitor the School’s compliance with the strategic planning and management expectations of both the University and the AACSB. The Committee shall report to the faculty during the fall faculty meeting each year on the School’s progress and performance relative to the strategic plan during the previous academic year.

The Committee shall consist of as many members as the Dean may deem appropriate, but in no event fewer than four members of the faculty and one member of the professional staff. The Associate Dean for Academic Programs shall serve on the Committee *ex officio*.

III. FACULTY GOVERNANCE

A. FACULTY MEETINGS

A minimum of three meetings of the faculty of the School shall be held each academic year: one early in the fall semester, one late in the fall semester or early in the spring semester, and one late in the spring semester. Additional meetings may be called at the discretion of the Dean. Meetings shall be held on a day when the University is in session, except that, with the consent of the Policy Committee, the Dean may schedule a meeting for a day when the University is not in session.

Items of business to be voted on at the meeting shall be set forth in a written agenda, distributed to the faculty at least five academic days prior to the meeting. Items set forth on the agenda may be voted at the meeting, provided a quorum is present, except for those items for which a mail ballot is required. If a quorum is not present, agenda items may be voted by mail ballot.

A quorum for conducting official business at a faculty meeting shall consist of 50 percent of the faculty holding School-wide voting privileges.
Items requiring faculty vote include (but are not limited to) the following:

1. Changes in the Bylaws of the School,

2. Elections to the Policy Committee and Faculty Senate (see following section on elections);

3. Changes in criteria for honors,

4. Changes in School requirements for a degree,

5. Changes in curriculum (e.g., changes in option requirements, approval of new options),

6. Approval of new courses,

7. Establishment of and changes in academic policies and procedures, and

8. Establishment of centers, institutes, or other program or service units within the School.

B. ELECTIONS

The following rules apply to election of faculty representatives to the School or University bodies which require elected representatives. These include, but are not limited to, the School's Policy Committee and the Faculty Senate of the University. The Dean (or designee) shall be responsible for the conduct of elections.

Nominations. Nominations shall be conducted by mail ballot. Each voting faculty member shall be entitled to nominate one person per position to be filled. The election ballot shall then consist of all persons nominated who consent to serve if elected.

Elections Procedures. Elections may be held at faculty meetings or by mail ballot. If a single position is to be filled, a majority of votes cast shall be required for election. Where run-off elections are required to achieve a majority, nominees receiving at least 25 percent of the vote cast on one ballot are eligible to be included in the next ballot, with the following exceptions: (1) if only one candidate receives 25 percent or more of the vote (or if no candidate receives 25 percent or more), the top three candidates shall comprise the next ballot, and (2) if all candidates receive 25 percent or more of the vote, the lowest candidate shall be dropped from the next ballot.

Where multiple, identical positions are to be filled (e.g., two representatives to the Faculty Senate), a single election shall be held. Each voter shall be entitled to as many votes as there are positions. A majority of the number of individuals voting shall be required for election, with run-off procedures as specified above.
Timing. Elections to fill expired terms on the Faculty Senate and the Policy Committee shall be held during the last month of the spring semester. Elections to other bodies shall be held as specified by the Dean, unless the body itself shall specify a time.

Vacancies occurring during the term of an elected representative shall be filled as promptly as feasible, using the same nomination and election procedures as outlined above.

IV. FACULTY PERSONNEL ACTIONS

The University periodically sets forth and updates Policies, Procedures and Criteria for Faculty Personnel Actions. The current procedures, of course, apply to all faculty personnel actions within the School of Management. They spell out a variety of matters that will not be covered here. What follows is a summary of the way University practices have been adapted to the particular structure of the School of Management. Nothing in the procedures that follows is intended to conflict with the University's policies and procedures, or those set forth in the Collective Bargaining Agreement between the University and the Faculty's bargaining agent.

A. GENERAL MATTERS

A department is normally responsible for initiating and submitting recommendations on faculty personnel actions for its members including appointments, reappointments, promotions, grants of tenure, and transfers into departments (excluding temporary instructional assignments). The department chair shall be responsible for collecting all of the relevant data on the candidates and for preparing and submitting the written proposal.

Departmental faculty members (hereafter, department members) are defined as those holding regular appointments in the University and either: (1) sole appointments in the department, or (2) joint appointments in two departments (including departments inside the University but outside of the School).

Responsibility for faculty personnel reviews and actions concerning faculty members holding regular joint appointments in two departments of the School shall rest with the department in which the member spends most of his or her time, including both teaching and research. Faculty members not readily assignable on this basis shall be assigned by the Dean.

B. NEW APPOINTMENTS

1. Regular Non-Tenure (Term) Appointments at the Rank of Assistant Professor and Below, Including Full-Time Adjunct Appointments Expected to Last Two Years or More

After receiving the Dean's permission to recruit, the department chair (hereafter, chair) shall collect all pertinent information on a prospective candidate, including his/her vita. The chair shall distribute the information to department members and the Dean, and he/she shall otherwise
assure maximum opportunity for the Dean and department members to become acquainted with the candidate's abilities and qualifications.

If the chair decides to recommend the appointment of a candidate, he/she shall make a written recommendation to all department members to that effect. Such recommendation shall summarize all positive and negative information available on the candidate. Any department member may comment in writing prior to a departmental vote on the appointment. Such written comment shall be retained in the candidate's file in the chair's office, and the file itself shall be available for inspection by all department members.

All department members with voting privileges shall be eligible to vote on the proposed appointment. The vote shall be secret and consultative, and it shall be completed within three days of the submission of the chair's recommendation. The results of the vote, distinguished between tenured and non-tenured members voting, shall be communicated to the department members and the Dean, together with a statement of the chair's proposed action. The Dean shall review the recommendation of the chair and all pertinent documentation. He/she may seek additional information and consultation. The decision and action of the Dean shall be communicated to the chair and department members.

2. **Regular Non-Tenure (Term) Appointments at the Rank of Associate Professor and Above.** The procedure for these appointments shall be the same as those in (1) above except:

   a) the chair shall obtain three outside letters of evaluation, and

   b) following submission of the proposal to the Dean, the proposed appointment shall be submitted to an advisory vote by all regular faculty in the School.

3. **New Tenured Appointments.** The procedure for these appointments shall be the same as those in (1) above except:

   a) the chair shall obtain three outside letters of evaluation,

   b) upon submission of the proposal to the Dean, the Dean shall seek the review and advice of the Personnel Committee, and

   c) following the report of the Personnel Committee, the proposed appointment shall be submitted to an advisory vote by all tenured faculty in the School.

4. **Special Appointments.** Special and temporary appointments may be recommended to the Dean by the department chair.

C. **ANNUAL REVIEWS**
At the end of each academic year faculty members may prepare written statements of their objectives, efforts, and accomplishments with respect to research, teaching, and service. These statements shall be submitted to the department chairs and become part of the faculty members' departmental files. At the end of each academic year, the department chair shall prepare an evaluation in writing for each department member. These evaluations, along with the faculty members' statements, shall be submitted to the Dean (with copy to the faculty members) and become a part of the dossier of the individual each time he or she is reviewed for renewal or promotion. The annual evaluations shall also be discussed by the department chair with each faculty member. During these evaluations the department chair, in conjunction with the Dean, should provide information to each faculty member about the extent to which his or her skills and interests (in terms of teaching, research and SOM activities) fit the needs of the department and the School. Each year the Dean will meet with and review the performance of all program and department chairs, as well as all administrative personnel.

D. APPOINTMENT RENEWALS

1. The procedure for renewal (including promotion without tenure) of non-tenure regular appointments shall be the same as that governing the initial appointment, except:

   a) no outside letters of evaluation are required, and

   b) only tenured members of the department and non-tenured members with at least one year's service in the School may vote on the proposed action, and

   c) proposed renewals shall be forwarded to the Personnel Committee for review.

2. The procedure for renewal of special appointments shall be the same as that governing the initial appointment.

E. FOURTH YEAR REVIEWS

Each non-tenured faculty member on a tenure track appointment shall be given a special performance review in the fourth year of service. The purposes of this review shall be to acquaint the tenured faculty of the School with the faculty member's work and to provide him/her with an early assessment by the tenured faculty of his/her performance. The procedure for these fourth year reviews shall be as follows:

1. The review shall take place in the Spring semester, in the faculty member's seventh or eighth semester of service, depending on the date of the initial hire.
2. The department chair shall provide as complete a file on the reviewee as believed necessary to lead to an informed assessment, including a self-evaluation by the reviewee, but the file will not ordinarily include outside letters of evaluation.

3. The file shall be made available to the Personnel Committee. The Committee shall review all fourth year faculty members at the same time and issue a report to the tenured faculty, identifying for each reviewee the group's assessment of areas of strength and concern.

4. The Committee's report and the documented record shall be discussed at a meeting of the tenured faculty. For each reviewee, the sense of the tenured faculty will be consolidated into a written report by the Dean and the reviewee's department chair. Actual feedback to the reviewee shall be made through the Dean's Office with the participation of the department chair. The reviewee shall be invited to submit a written response to the report, which shall become part of the record.

F. PROMOTIONS AND TENURE

The following procedures shall apply to the evaluation of (1) assistant professors for promotion to associate professor with tenure, (2) non-tenured associate professors for the granting of tenure, and (3) tenured associate professors for promotion to professor. These procedures are intended to supplement, and not to conflict with, the University-wide procedures detailed in the University's Faculty/Staff Handbook.

1. The process of review for promotion and/or tenure may be initiated by either the candidate or the department chair. The chair shall assemble a complete dossier on the candidate's performance in research, teaching, and service. The dossier shall include, at a minimum: a current vita, copies of the candidate's annual reviews and fourth year review (if applicable), copies of all publications and unpublished work listed on the vita, formal teaching evaluations, at least four outside letters of evaluation (along with biographies on the evaluators and an explanation of how they were chosen), and at least two inside letters of evaluation addressing the entire record. The dossier may also include: other inside letters (for example, from program chairs) commenting on specific aspects of the record, documentary evidence on teaching or service contributions, letters from students, letters from co-authors explaining the candidate's distinct contribution to joint work, and any other material deemed relevant by the department chair.

2. The department chair shall make the dossier available to tenured department members at the proposed rank or above. At his/her discretion, the chair may include with the dossier his/her evaluation of the record. The tenured department members at the proposed rank or above shall meet to discuss the proposed action. A formal secret ballot shall be taken, which shall be consultative to the chair.

3. The Chair shall transmit the dossier to the Dean along with a formal letter of recommendation on the proposed action. The chair's letter shall include a thorough explanation of the candidate's
research, including the impact of that work on the discipline and the rating or quality of the publications in which the work appears. It shall also contain an analysis of teaching effectiveness and a summary of the results of formal teaching evaluations. It shall also summarize and evaluate the candidate's contributions to the department, the School, the University, the community, and the discipline. The chair's letter shall also report the consultative vote of the departmental faculty.

4. The candidate may select an advocate at any time in the process when an academic officer (chair or dean) does not support the case or when the candidate believes that the case will be strengthened or more fully explained by an advocate. The advocate shall have full access to the candidate's record, and shall have the opportunity to prepare a written statement in support of the case and to have that statement included in the dossier. The advocate's statement may suggest additional expert evaluators, but it may not itself include additional letters of evaluation.

5. Upon receipt of the dossier, the Dean shall forward it to the Personnel Committee. The Committee shall review the recommendation of the chair (and the advocate, if applicable) and collect such additional information as it deems necessary or desirable. The Committee shall make a formal recommendation to the Dean as to whether the proposed action should be approved.

6. The dossier, containing the report of the Personnel Committee, shall be made available for review by the tenured faculty of the School at the proposed rank or above (hereafter, faculty). No less than two weeks thereafter, the faculty shall meet to discuss the case and to vote on whether the proposed action should be approved. The vote shall be secret and consultative to the Dean. The Dean shall report the results of the ballot immediately upon its conclusion.

7. The Dean shall submit the dossier to the Provost, along with his/her recommendation and the results of the consultative ballot.

8. The candidate shall have the right to withdraw the case at any time in the process. However, if the case proceeds to the point of soliciting outside letters before it is withdrawn, and if the proposal to promote or grant tenure is resubmitted within two years of such withdrawal, all inside and outside letters (including that of the chair), as well as all committee reports, from the withdrawn proposal shall be included in the new dossier.

G. PROMOTIONAL CRITERIA

Each of the broad categories of faculty responsibility -- research, academic and professional service -- encompasses a range of activities some of which may be evaluated along several dimensions. What follows is a brief discussion of the various elements which together may be considered as comprising a faculty member's overall performance. There is no attempt at this time to suggest the relative importance of each component within a major category. Not only is it exceedingly difficult to specify appropriate tradeoffs (course development vs. course conduct,
quantity of research vs. quality), but some faculty members are simply called upon more than others to perform particular functions.

At the same time, it must be emphasized that competent performance in one component may not necessarily compensate for serious deficiencies in another.

**Academic Service.** This term is used instead of "teaching" to designate a broader scope of activities than lecturing to a class. The components of academic service are recognized by the committee to include the following:

**Course Conduct.** The faculty member should demonstrate an ability and willingness to prepare for class, organize his class material so as to maximize the students' absorption and appreciation of the theme discussed, and communicate that material effectively. He or she should also allow enough time out of class that students can receive individual attention in areas where they are having difficulty. The primary instrument of judgment here will be the regular evaluation by students.

**Course Development.** This component may take two forms: the development of new courses contributing to the programs and objectives of the SOM and/or the improving of existing courses. Faculty should be expected to introduce the latest scholarly contributions into their courses and, where appropriate, to experiment with different methods of imparting knowledge. Teachers should also be given credit for innovative designs of new or old courses. These activities are best judged by examination of course syllabi.

**Special Teaching Efforts.** Faculty members should be given recognition for instructional contributions outside regular assignments such as the various programs conducted by the school for practicing managers, especially where the programs are innovative and do not duplicate conventional School offerings.

**Student Guidance.** Recognition should also be accorded, as part of the overall academic contribution, for such contributions as directed studies courses or dissertation supervision. Where possible, the School should attempt to solicit evaluations from the students as to the value of the faculty member's guidance.

**Research.** There is some danger that the term "research" may be interpreted too narrowly. A faculty member may contribute to the creation and dissemination of knowledge in a number of ways: generating useful data; analyzing existing data; suggesting a framework for future analysis; exploring a problem qualitatively (a "think piece"); assembling information from a variety of sources and presenting it as a unified, analytical whole; and commenting critically on another scholar's work. The value of a faculty member's work should be evaluated more on its intrinsic quality than on the form it takes.

**Quantity of Output.** It will undoubtedly be agreed that research performance should not be evaluated simply in terms of the number of publications on a vita. At the same time, the
faculty member is expected to sustain his research efforts over time. Thus it may be generally recognized, without resorting to numerical quotas, that even very good research may be downgraded if there is not enough of it.

**Quality of Output.** The quality of a faculty member's research will be evaluated in the first instance by having it reviewed directly by his colleagues at the School. In addition, however, there are external standards which may provide guidance: the reputation of the journals in which the research appears; the degree to which it is cited by other scholars or included in collections; if in book form, reviews in the professional literature; and outside letters of evaluation solicited by the department chairman. Also some distinction should be made between publications which are selected competitively and those which are invited and/or published without review. This distinction is equally applicable to journal articles and presentations at professional meetings which are later published in proceedings.

**Unpublished Research.** Unpublished work by its nature suffers from a lack of critical review by outside evaluators. Nevertheless, the School should attempt to make its own judgment on the quality of such work and award proper credit for it. Examples include working papers, unfinished manuscripts, or research reports to private or governmental agencies.

**Professional and Institutional Service.** Professional service includes a faculty member's contribution to the School and University and to his profession generally. As noted elsewhere, more should be expected along these lines of a candidate for full professor than one for associate professor.

**School and University.** This component includes such activities as service on committees, work on development programs, contributions to the School's relations with the management community, or generation of resources through externally funded grants. The School should take care to evaluate the actual value of these services in light of programs and priorities of the SOM as opposed simply to noting that the faculty member's name has been associated with the particular activity in question.

**Professional.** Recognition should be given to such professional services as active participation in the affairs of a professional association or the reviewing of manuscripts for a professional journal or book publisher.

**H. PROCEDURES AND CRITERIA FOR PROMOTION OF ADJUNCT FACULTY**

Qualified ranks at the University at Buffalo are used primarily to designate faculty members whose contributions are not expected to span the full range of activities normally associated with unqualified rank appointments. "Adjunct" appointments in the School of Management are given to persons with appropriate professional qualifications who have full-time teaching and service responsibilities within the School's academic programs. These appointments do not lead to consideration for continuing appointment.
The School understands, however, that adjunct faculty members may make exceptional contributions to the School's programs over time and that formal recognition of these contributions is both appropriate and desirable. Accordingly, the School has established a set of criteria and procedures to be used for reviewing candidates for promotion to a higher qualified rank, which are detailed below. It must be stressed, however, that promotion of adjunct faculty should never be automatic or approved solely on the basis of time in rank. Rather, it must be considered only in recognition of excellent performance over a period of time. Further, promotion of adjunct faculty should not be construed as securing an appointment, since such appointments will continue to depend on programmatic needs, budgetary considerations, and departmental and School goals.

PROCEDURES. Consideration for promotion may be initiated at any time by either the candidate or the Department Chairman, although consideration before the candidate has had less than five full years of service within the School of Management should be undertaken only in truly extraordinary circumstances.

The procedures for considering adjunct faculty promotions shall be the same as for tenure track faculty. Thus the process shall include a departmental vote (at the proposed rank or above, whether tenured or not), a recommendation letter by the Department Chairman spelling out the basis for the proposed promotion, review by the Personnel Committee, a vote by the School-wide faculty at the proposed rank or above, and a decision by the Dean.

The dossier of the candidate shall include:

i. a current vita

ii. all teaching evaluations, appropriately summarized

iii. samples of course materials

iv. letters from other faculty on teaching (at least two)

v. internal letters (at least one) attesting to the candidate's service contributions

vi. external letters (at least two) on the candidate's service contributions

vii. copies of written work prepared for professional audiences

viii. any other material deemed relevant by the candidate and/or the Department Chairman (including letters from students), and

ix. Chairman's letter, including a report on the departmental vote.

The promotion review process may be terminated at any time by the candidate.
Should the Department Chairman or the Dean decline to support the promotion, the candidate shall have the right to appoint an advocate at any time in the process.

Adjunct faculty shall not be subject to an "up-or-out" promotion decision. Thus an adverse disposition of a proposed promotion shall not imply or mandate termination or non-renewal of the candidate's appointment.

CRITERIA. In general, candidates for promotion should be evaluated in accordance with the specifications of their appointments. More specifically:

a. Excellence in classroom teaching is a necessary but not sufficient condition for promotion. Evidence of contribution to the teaching mission of the School must transcend SCATE scores. Examples of such contributions may include:

   i. course development efforts in conjunction with existing courses
   ii. development of new courses
   iii. preparation of teaching materials
   iv. significant participation in continuing education programs, and/or
   v. teaching related publications

   Appropriate forms of publication would include (a) articles on teaching-related topics for professional journals, and (b) teaching materials, such as study guides, educational software, manuals for continuing education courses, cases, and the like.

b. Service contributions must go beyond effective committee work, although that is a basic expectation where the candidate is assigned to a departmental or School-wide committee. A candidate for promotion should also have one or more major roles in a student-related activity of the School, such as placement, internships, advisement to student organizations, continuing education, and the like. The candidate should also be active in local or national professional associations, and generally maintain strong ties to the professional community. Publication of articles on professional topics in professional journals will also be considered as part of the candidate's service contribution, and in some areas may be expected.

Scholarly writing, as opposed to professional or instructional writing, is not expected of adjunct faculty, but if such writing is part of the record and is of high quality it will constitute a positive factor in the case.

V. AMENDMENTS

Provisions of these Bylaws may be amended by a majority of the eligible faculty of the School voting on such amendment. Such vote may be held at a regularly scheduled faculty meeting following a determination that a quorum is present, unless a mail ballot is requested by at least one regular faculty member. If a mail ballot is used, the proposed amendment shall first be presented for discussion at a faculty meeting.