

Eastern Michigan University
Office of Academic Human Resources
Memorandum

To: Kenneth Lord, Dean
College of Business

From: David Woike, Assistant Vice President
Academic Affairs

Date: December 21, 2018

Re: Approved COB DID

Attached is a copy of the revised College Input Document for the College of Business approved by the Provost on December 18, 2018. Please take steps to assure that faculty members are aware of these approved changes. The revised copy will be posted for reference on the Academic Human Resources website.

Thank you.



Date: December 6, 2018

To: David Woike

From: Judith Kullberg, President, EMU-AAUP *JK*

RE: COB DID

EMU-AAUP has reviewed the revised version of the College of Business Input Document and approves of the language therein.

COLLEGE INPUT DOCUMENT

College of Business _____

Date of Last College DID Revision: 1/23/12

Date of College Vote: 10-6-17

Yes 47 No 6 Abstain 0

APPROVALS:

Jenise Tanguay 12-10-18
Chair, COB Advisory Council

Kenneth R. Jones 12/10/18
Dean (Date)

[Signature] 17 Dec 2018
Assistant Vice President, AHR (Date)

[Signature] 12/18/18
Provost and Executive Vice President (Date)

**COB FAC INPUT DOCUMENT
ORGANIZATION OF THE FACULTY ADVISORY COUNCIL (FAC)
COLLEGE OF BUSINESS EASTERN
MICHIGAN UNIVERSITY**

A Faculty Advisory Council shall be established in compliance with Article XIII of the agreement between Eastern Michigan University Chapter of the American Association of University Professors (herein referred to as the Agreement).

I. OBJECTIVE

To operate as an effective channel of communication between the Dean and the faculty and to represent the interest of the faculty members to the wider university community.

This committee will provide official input on matters affecting the COB faculty and will include the recommendation of policies, procedures, and actions in matters of personnel, instruction, finance, and the evaluation of the Dean.

II. MEMBERSHIP

Membership on the Faculty Advisory Council is limited to faculty members employed in the bargaining unit, as defined in Article II of the Agreement.

The Faculty Advisory Council will have eight members, who possess or are working toward tenure, including:

Two representatives from each of the four academic departments in the College, to be elected by the members of the department.

Each representative will hold a two-year term of office from May through April.

Representatives may succeed themselves if that is the will of their departments.

One person to act as chairperson of the Faculty Advisory Council, to be elected by a plurality of these eight department representatives in April. Per the Agreement the chair will receive a one course release fall and winter semesters.

III. ELECTIONS

Departmental Representatives

The departmental representatives are to be elected during the Winter semester according to the process developed in their own departments. The Chair will be elected by these new and continuing departmental members prior to the end of the Winter semester.

Departments will elect one representative each year to serve a two-year term. Departmental representatives may be replaced and/or recalled for lack of attendance, illness or other reason, by a majority vote of their department faculty members.

DID procedures may be then utilized to elect a new representative to complete the Department's recalled faculty member's term.

Chairperson – Term of Office

The chairperson shall be elected by the end of Winter term for one academic year beginning May 1 through April 30th of the following year.

Eligibility to Vote

Eligibility to vote for departmental representatives is limited to faculty members employed in the bargaining unit as defined in Article III of the Agreement.

IV. STRUCTURE OF FACULTY ADVISORY COUNCIL

The elected chairperson will also function as chairperson of the College faculty and will preside at all meetings of the Council and the faculty. This person will act as the representative of or spokesperson for the College of Business.

Changes to the College Input Document

It shall be the responsibility of the Faculty Advisory Council to recommend changes required to modify the COB FAC Input Document. This document may be amended by the affirmative vote of a simple majority of the members present and voting at any COB faculty meeting, who return ballots in a referendum, or who vote through an electronic process where confidentiality is maintained.

Any such changes or modifications must receive written approval of the Dean of the College of Business and the Provost & Vice President for Academic Affairs before they can go into effect.

V. MEETINGS

The Council will meet at least monthly according to an established schedule. Additional meetings may be scheduled as necessary.

VI. SUBCOMMITTEES

If the activity related to a particular area, problem, or function is deemed by the Faculty Advisory Council to require the services of a subcommittee; such a subcommittee may be elected or appointed by the council to serve for a specified length of time, and to make its recommendations to the Faculty Advisory Council. See Appendix A for Operational Guidelines for FAC sub-committees.

Four such permanent sub-committees are the Continuous Improvement MBA Committee (CIMBAC), the COB Assessment and Curriculum Committee (COBACC), the International Business Committee, and the COB Research Committee. See Appendix B for the charges to, and structures of, these sub-committees.

VII. RELATIONSHIP TO DEPARTMENTS

Departmental faculties are expected to be autonomous in handling their own affairs within the

limits of University and College of Business policy. Therefore, matters to be handled by the Faculty Advisory Council are limited to those involving the College as a whole, or more than one department. The Council may also act as a review body when the Department Head or the Dean feels it would be useful in resolving intra-departmental disputes.

VIII. CONFIDENTIALITY

The Faculty Advisory Council may determine which of its deliberations are to be fully disclosed to the faculty and which are to be treated confidentially within the provisions of state and federal law.

IX. SPECIFIC RESPONSIBILITIES

The specific requirements of the Faculty Advisory Council are as follows:

1. Personnel:

It is the responsibility of the departments to develop and implement their own individual approaches-philosophy, policies and procedures – in the following areas: appointment, reappointment, tenure, promotions, sabbatical leave, teaching load and assignment, class scheduling process, student advising, office hours, professional development, layoff, termination, and any other significant personnel matters.

It is the responsibility of the Faculty Advisory Council to encourage communications of formal statements of approaches among all departments in order that understanding may exist.

If on the basis of this consideration, the Faculty Advisory Council by majority vote recommends that an individual departmental approach is not in the best interest of the College as a whole, the Council may recommend appropriate changes.

2. Instruction: (Curriculum Area)

All applications for new undergraduate and graduate degree requirements, programs and courses, or changes in existing requirements, programs and courses, from other Colleges and from the COB, shall be reviewed by the Faculty Advisory Council. Any appropriate recommendations will be developed for such applications and will be provided to the Dean.

CIMBAC & COBAC will seek input from FAC on revisions to the MBA & BBA core programs and then CIMBAC & COBAC will seek input from the faculty as a whole and conduct a vote on any such revisions.

The Faculty Advisory Council shall have the opportunity to review and may initiate and provide input for changes in policies related to COB graduate and undergraduate programs and all organizations attached to the College providing instructional service.

The Faculty Advisory Council shall have the opportunity to promote conformity with accrediting standards, the meeting of the educational needs of the community, and the inter-college coordination of curriculum resources.

3. Finance:

The Faculty Advisory Council shall be informed by and shall have the opportunity to provide input to the Dean relative to all operating and capital expenditures, budget requests, and any subsequent reallocation of funds during the budget year.

The Council shall have the opportunity to provide input relative to all College needs and relative to allocations of parts of the College budget to various departments in the College in such areas as follows: allocations of positions, including both faculty and staff; supplies; services; materials; graduate assistants, and travel.

The Faculty Advisory Council shall take an active part in both long-term and short-range financial planning.

4. Dean's Evaluation

In compliance with the current AAUP contract, the FAC shall conduct periodic evaluations of the Dean of the College of Business, at least every three years, beginning no later than 2013. As part of the evaluation process, the Dean will provide a self-assessment and documentation to the FAC to be shared with the COB faculty. Results of the evaluation by the COB Faculty will be communicated to the Dean and to the Provost. The Provost will communicate the results of his/her evaluation to the FAC together with any additional comments he/she wishes to make within thirty (30) working days. The FAC will communicate the results of the evaluations to the COB faculty immediately thereafter. The specific process for the evaluation of the Dean is attached in Appendix C.

Modifications to the FAC By-laws – history:

The FAC DID was initially approved by the COB Faculty February 7, 1983.

Record of COB FAC DID Modifications:

Modifications approved by the COB faculty on October 5, 2017 and January 23, 2012, by ballot.

Changes approved at a COB faculty meeting August 13, 1993.

Modifications approved by the faculty on January 5, 1993 and January 29, 1993.

APPENDIX A -- Operational Guidelines on Sub-Committees of FAC

The purpose of this appendix is to outline the structure and responsibilities of FAC subcommittees formed to address issues that fall within the FAC's charge. The FAC understands its role vis-à-vis subcommittees to be crucial at the three different stages in the life of the subcommittee: formation & composition; execution of responsibilities; and, input from subcommittees in the format of final report on recommendations. Each is addressed below:

1. **Formation of subcommittees:** Upon receiving a charge from the Dean to provide input on an issue, or upon FAC's decision to address an issue, the FAC should determine whether to address the issue as a committee of the whole, appoint a task force of FAC members, or approve the establishment of a subcommittee. A subcommittee can be established by a simple majority vote of the FAC. If a subcommittee is formed, FAC should draft a Statement of Charge, which includes an expected timetable or duration, to be given to the subcommittee.
2. **Appointment of subcommittee members:** it is in the interest of the College of Business to retain balanced representation among departments, but also to be flexible in realizing that some issues affect some departments or academic areas more directly and strongly than others. If a subcommittee is formed, the FAC will determine general criteria for appointment or election of members. For example, the FAC could decide that each department should have one representative on the committee.

The FAC departmental representatives will convey the request for the appointment or election of a subcommittee member to their respective departments. Individual departments may be asked to vote for, or FAC may appoint, a representative. Where an administrative representative on the subcommittee is desirable, the Dean will be asked to appoint a subcommittee member. Some subcommittees may also require representation of clerical staff or students, and the FAC should determine criteria for selecting representatives from these groups.

3. **Execution of responsibilities:** The FAC may choose to appoint an FAC member to serve as a liaison and non-voting member of each subcommittee. This serves two purposes. Knowing that members of the FAC may have to serve on subcommittees will be a deterrent to the unrestrained proliferation of such committees. More importantly, the FAC representative will be responsible for facilitating timely reporting to the FAC as the subcommittee should report at the request of the FAC. Failure to report as required may be considered evidence that the subcommittee is not active and should be dissolved.
4. **Final report and recommendation:** All subcommittee reports will be provided directly to the FAC and to the Dean simultaneously. FAC may respond to the subcommittee's proposal, report back to other faculty, and obtain input from other faculty before FAC's final input is provided to the Dean. However, it is the intention of the FAC that the subcommittee and FAC will be in communication throughout the process of developing recommendations and therefore in most cases, the subcommittee report and recommendations will be fully supported to the Dean.

APPENDIX B – FAC Sub-Committee Charges

CIMBAC Charge

The COB FAC charges the Continuous Improvement MBA Committee (CIMBAC) with the following responsibilities:

- To monitor the implementation of the revised MBA program and future program changes, including their progress through the University input process;
- To ensure the integrity of the program design on an ongoing basis and using an assessment process that:
 - Ties the program goals to the COB strategic plan;
 - Provides for a data collection and storage process;
 - Assures program review and programmatic change; and,
 - Assesses student-learning outcomes utilizing alumni and employer perceptions.
- The above tasks are ongoing, but progress reports should be made to the FAC once each semester.

Structure & Membership of the Committee

The selection of members to represent the various area designations listed below will be determined by each appropriate department through a vote of the department faculty. The faculty chosen should have graduate level teaching experience within the last 4 years and it is encouraged that they have taught, are teaching, or are scheduled to teach within the MBA curriculum. The areas for which there should be one representative include Accounting, Finance, Economics/Decision Sciences, Marketing, Business Law, Production and Operations Management/ Supply Chain Management, Business Communications, Managerial Skills/Organizational Behavior, Strategy, and Information Systems.

- The Committee chairperson will be elected by the membership of the committee.
- The Chair of CIMBAC will serve as a liaison to the COB FAC.
- The committee members shall serve terms of two years in length.
- CIMBAC shall report on its progress to FAC and the Dean in the fall semester, no later than the third week in November, and in the winter, no later than the first week of April. Ongoing communication is encouraged.

COBACC Charge

The COB FAC charges the COBAC Committee with the following responsibilities:

- To document the current assessment process for each undergraduate program within the college;

- To identify improvements that need to take place in the curriculum;
- To develop an implementation plan for improvements which 1) ties the program goals to the COB strategic plan; 2) provides for a data collection and storage process; assures program review and programmatic change; and assesses student learning outcomes utilizing alumni and employer perceptions.

Structure and Composition

- Two faculty members shall be elected by members of each department, with the full department faculty voting.
- The Committee Chairperson shall be elected by the membership of the committee.
- The COBACC Chair will serve as a liaison to the COB FAC.
- The committee members shall serve terms of two years in length.
- COBACC shall report on its progress to FAC and the Dean in the fall semester, no later than the third week in November, and in the winter, no later than the first week of April. Ongoing communication is encouraged.

COB Research Committee Charge

The COB FAC charges the Research Committee with the following responsibilities: Advise FAC on matters related to student and faculty research and actively support and promote research and sponsored projects in the COB.

Specific tasks for the Research Committee might include, but are not limited to, the following:

- Responsibility for the AACSB research requirements including selection and updating of journal lists and the criteria for faculty research classifications.
- Encouragement of faculty research through mentoring, brown bags, and other events.
- Seek and share external funding opportunities on a regular basis.
- Promote research activities in the COB
- Raise policy and procedural issues and provide input on proposed policies and procedures affecting research (e.g., indirect cost redistribution, intellectual property).

Structure & Membership of the Committee

- Each department shall have as many as two faculty members to participate on the committee. The faculty members chosen should be individuals committed to research and publications. The Chairperson of the committee will be elected by the Research Committee members.
- The Chair of the Research Committee shall serve as liaison to the FAC.

- Committee membership is normally for two years. However, to ensure continuity of membership over time, two members of the first committee to be elected (by personal choice or by lottery) will be asked to commit to a three-year role.
- The Research Committee shall report to the FAC with recommendations for consideration. After FAC consideration, FAC will provide input to the Dean directly, copying the Research Committee.

International Business Committee Charge

The COB FAC charges the International Business Program Committee with the following responsibilities:

- To monitor the maintenance and operations of the existing International Business (IB) Programs, including
 - IB Major degrees
 - IB Minor degrees
 - Graduate course offerings (e.g., IB 610)
- To maintain and ensure the integrity of the IB Program curriculum including any curriculum modification to existing IB major or minor programs as well as development of new programs.
- To provide input to the Dean regarding any and all changes to the IB Program
- To serve as a liaison to IB relevant departments outside the College of Business which have course work linked to the curriculum

The above tasks are ongoing, but progress reports should be made to the FAC once each semester.

Structure & Membership of the Committee

- Each department shall have as many as two faculty members to participate on the committee and one from World Languages as ex officio. The faculty members chosen should be individuals committed to the international business program. The Chairperson of the committee will be elected by IB Committee members. If an IB director is appointed by the Dean, that director will serve as an ex officio member of the Committee, and will be responsible for advising and other activities assigned by the Dean.
- The Chair of the IB Committee shall serve as liaison to the FAC.
- The committee members shall serve terms of two years in length. Election of members will be made by the end of winter semester.
- The IB Committee shall report on its progress to FAC and the Dean in the fall semester, no later than the third week in November, and in the winter, no later than the first week of April. Ongoing communication is encouraged.

APPENDIX C-- Dean's Evaluation Process and Form

The COB Dean will be evaluated by the COB tenured and tenure-track faculty at least once every three years, as required by the AAUP contract. The Dean will provide a self- evaluation to FAC and to the COB faculty at large. Within 30 days of receipt of the self- evaluations, the evaluation form (see below) will be sent to the faculty in an online format so that individual responses will be confidential and aggregated into a single file. Members of the FAC will provide means and distributions for the quantitative measures and will summarize the key themes in the open-ended responses. This feedback will be provided to the Dean and Provost within 60 days of the completion of the survey process by the FAC chair. See IX.4. above for additional information. It is encouraged that the Dean and FAC hold a discussion after the results have been shared with faculty so that any outstanding issues may be discussed and an action plan set, if and when appropriate.

Open-ended format:

Please provide your general assessment of how well you think the Dean has performed to following job-related tasks and duties during the past academic year:

1. Directed and coordinated the operations of the EMU College of Business.

2. Provided leadership for the College of Business.

3. Fostered productive, and collaborative relationships with partners throughout the University

Structured Questionnaire Design Option:

Please rate the Dean's performance in the following job related areas during the past academic year using a scale where 1=Poor, and 10=Excellent.

1. How well has the Dean directed the internal operations of the EMU College of Business?

Poor										Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK	

2. How well has the Dean coordinated the operations of the EMU College of Business with other units within the University?

Poor										Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK	

3. How well has the Dean provided leadership for the College of Business?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

4. How well has the Dean developed and implemented a budget planning and management process for the College?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

5. How well has the Dean developed external relations initiatives in such areas as fundraising, alumni relations, industry relations, relations with accrediting bodies, and networking throughout the higher education community?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

6. How well has the Dean exercised quality assurance for academic programs that serve the mission of the College and the University?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

7. How well has the Dean developed productive, collaborative relationships with partners throughout the University?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

8. How well has the Dean represented the interests of the College of Business within the University?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

9. How well has the Dean provided supervisory direction for administrative, professional, instructional, and clerical support staff?

Poor									Excellent	Don't Know
1	2	3	4	5	6	7	8	9	10	DK

10. Please rate your overall satisfaction with the Dean's performance over the past academic year.

Very Dissatisfied										Very Satisfied
1	2	3	4	5	6	7	8	9	10	

11. Please rate how well the Dean's performance met your expectations.

Falls Short of meeting expectations										Exceeds Expectations
1	2	3	4	5	6	7	8	9	10	

12. Please rate how well the Dean's performance compares to your idea of an ideal performance level for a Dean.

Very far from my ideal										Very close to my ideal
1	2	3	4	5	6	7	8	9	10	

13. How likely are you to communicate support for the Dean to other stakeholders in the university?

Very unlikely Very Likely Don't Know
1 2 3 4 5 6 7 8 9 10 DK

14. How likely are you to advocate on behalf of the COB to others within the university?

Very unlikely Very Likely Don't Know
1 2 3 4 5 6 7 8 9 10 DK