

Bylaws of the Business Communication Program of the Isenberg School of Management

I. Statement of principles

Effective governance supports structures and practices that help to create a collegial environment and efficient procedures with which to conduct the affairs of the Business Communication Program (BCP). Therefore, in accordance with Article 12 of the UMass-MSP Collective Bargaining Agreement (CBA), these bylaws have been adopted by a two-thirds majority vote of the faculty of the Business Communication Program (BCP) in the Isenberg School of Management (Isenberg) at the University of Massachusetts Amherst (UMass) in order to facilitate the work of the BCP.

Nothing in these bylaws should be construed as contrary to University policies; rather they are intended to facilitate the work of the BCP as outlined in the MSP Collective Bargaining Agreement. Federal and state laws, UMass Trustee policies (including, but not limited to T76-081, the Academic Personnel Policy, aka the “Red Book”), the CBA, and other established university policies will prevail in all instances of conflict with these bylaws.

II. Faculty membership, rights, privileges, and responsibilities

The BCP faculty includes all full-time faculty in the BCP, as well as all permanent part-time faculty (defined as those who have been teaching greater than 50% FTE for three or more consecutive semesters). All members of the BCP faculty have the right to vote on matters brought before them, except as specified otherwise below and elsewhere in these bylaws. Faculty on full- or part-time paid leave (including parental leave and sabbatical leave but excluding sick leave) maintain their voting rights during their leave. Faculty on full-time paid sick leave and on full-time unpaid leave forfeit their voting rights for the duration of their leave, except in issues that directly affect them. Unless the leave is taken in an emergency, faculty on leave must make prior arrangements for students whose grades may be affected by the leave.

All BCP faculty will fulfill the responsibilities of teaching, administration, and service as stipulated by their contract. Full-time and permanent part-time BCP faculty must provide service to the BCP by serving on both standing and ad hoc committees. Full-time BCP faculty must also serve on at least one university committee. All full-time BCP faculty, except the Program Director, must serve rotating three-year terms on the BCP Personnel Committee.

BCP faculty are required to demonstrate fulfillment of service and teaching effectiveness through submission of SRTIs and by recording testimonials and summarizing development of new curricula and teaching approaches. BCP faculty should also convey evidence of participation and leadership in service (including professional societies; school, college, and university committees; and community engagement) on their Annual Faculty Review (AFR).

BCP faculty are encouraged to pursue professional development opportunities, such as reading and conducting research in their field, attending conferences, and participating in workshops. The Program Director will assist in finding and advocating for professional development opportunities to assure best practices.

III. Program Director

The BCP shall be headed by a Program Director who is a member of the BCP faculty, working on a nine-month administration and teaching appointment. The Program Director is responsible for ensuring proper procedures are followed at the program level. In addition to teaching, the Program Director's roles and responsibilities include:

- advocating for BCP faculty resources (including support for professional development and travel funding)
- overseeing allocation of resources
- managing the BCP budget
- coordinating administrative matters related to personnel actions
- keeping BCP faculty informed of their rights and responsibilities
- ensuring compliance with University policies and collective bargaining agreements
- serving on School-level administrative committees related to the health and function of the BCP
- providing professional development opportunities for BCP faculty
- working with administration and faculty to maintain AACSB accreditation
- adhering to University-level junior-year writing requirements and maintaining the junior-year-writing designation of BCP courses
- overseeing course proposals for the fall and spring semesters and summer terms
- assigning courses to faculty in conjunction with the Curriculum Committee
- hiring part-time faculty as needed to ensure all required courses are being taught
- developing and maintaining long-range planning

The Program Director reports to the Associate Dean for Undergraduate Programs and, as necessary, to the Dean of the Isenberg School.

A. Selection of the Program Director

The Associate Dean for Undergraduate Programs, after consulting with the BCP Personnel Committee (BPC PC), shall appoint a search committee that includes as its majority members from the BCP as well as representatives of closely related departments. The search committee will first consider internal candidates from the BCP faculty who are interested in and qualified for the position, as the Program Director must be a member of the BCP faculty. The search committee will present its recommendation to the BCP, the Associate Dean for Undergraduate Programs, and the Dean of the Isenberg School. If a majority of the BCP accepts the

recommendation, and if the Associate Dean for Undergraduate Programs and the Dean of the Isenberg School agree, then the Dean of the Isenberg School shall proceed with the appointment with the concurrence of the Provost.

If a majority of the BCP faculty accepts the recommendation, but the Associate Dean for Undergraduate Programs or the Dean of the Isenberg School does not, the Dean in disagreement with the recommendation shall meet with the BCP to achieve a resolution. If that fails, the matter shall be referred to the Provost for resolution.

If a majority of the BCP rejects the recommendation, the Associate Dean for Undergraduate Programs and/or the Dean of the Isenberg School shall meet with the BCP faculty and the search committee to try to resolve the matter. If no resolution is achieved, the search may be re-opened with the same or different search committee, or the matter may be referred to the Provost for resolution.

B. Resignation or removal of the Program Director

If wishing to resign, the Program Director must write a letter of resignation to the Associate Dean for Undergraduate Programs, the Dean of the Isenberg School, and the BCP faculty. Should the Associate Dean for Undergraduate Programs, the Dean of the Isenberg School, and the BCP faculty disagree on its acceptance, the matter shall be referred to the Provost.

If, at any time, the Associate Dean for Undergraduate Programs, the Dean of the Isenberg School or a sizable portion of the BCP faculty seeks removal of the Program Director, it would be of vital importance and in the interest of harmony for the Deans mentioned above to consult with the BCP PC prior to making a decision. In the case of disagreement, the matter shall be referred to the Provost. *[see Trustee Doc. 70-62A]*

C. Appointment of an interim Program Director

In an emergency, the Associate Dean for Undergraduate Programs or the Dean of the Isenberg School in consultation with the BCP PC shall appoint an interim Program Director who will also serve during that time as a member of the BCP faculty. Members of the current BCP faculty may be given preference for the position if they are deemed by the BCP PC, the BCP faculty, and the Associate Dean for Undergraduate Programs as suitable and appropriate for the BCP's current needs. The normal term of this appointment should not exceed one year. This term of office may be extended only with the consent of the Interim Director and the BCP PC.

The process for determining a "consensus candidate" for the position of interim Program Director should include nominations and self-nominations to a program-appointed search committee or the BCP PC, along with a letter of interest and CV. A list of nominations will be presented at a Program meeting, with nominations from the floor accepted. A secret ballot will be used to determine the successful candidate. The BCP PC can determine if a run-off ballot is needed. The successful candidate's name will be forwarded to the Associate Dean for

Undergraduate Programs and the Dean of the Isenberg School, who, upon approval, will make the appointment.

D. Term of office for the Program Director

The BCP Program Director will be appointed for a term of three years. This term is renewable subject to a performance review (see Section E) of the Program Director by the BCP PC, which will then, in consultation with the Associate Dean for Undergraduate Programs and the Dean of the Isenberg School, recommend whether to reappoint the Program Director for a subsequent term.

E. Review of Program Director

The Program Director shall be evaluated during every third year in office in a review process initiated by the BCP PC, according to the procedures set forth in *Senate Document 82-021*. By petition of a majority of the program faculty, an evaluation of the Program Director may be requested at any time, to be completed by the Personnel Committee within six months of the request.

IV. BCP meetings

BCP meetings, which include all full-time and permanent part-time faculty members, shall be convened by the Program Director for the purpose of sharing information, seeking counsel from members of the BCP, receiving reports and recommendations from standing committees, and conducting other BCP business.

Meetings will be scheduled by the Program Director on an as-needed basis. Notification of meetings will be sent by the Program Director by email. Any member of the program may request a meeting to be scheduled, and any member of the program may request to have an item added to the agenda. People who are not members of the BCP faculty may attend meetings only with permission from the BCP faculty.

Matters that need BCP faculty approval will be voted on and will need a two-thirds majority to pass. Voting will be conducted by secret ballot to avoid undue pressure on faculty and to relieve quorum needs. All full-time and permanent part-time faculty, regardless of rank or seniority, are full voting members.

V. BCP Personnel Committee

As mandated by the MSP contract, the BCP will establish and maintain a personnel committee (BCP PC) in order to exercise the responsibilities described in the collective bargaining agreement. These include review of AFRs; distribution of merit; reappointments; promotions;

and anomaly requests. All members of the BCP faculty with the exception of the Program Director will serve on the BCP PC on a rotating basis for period of three years. *Only* members of the MSP bargaining unit are eligible to serve on and participate in the discussions within the BCP PC.

A. Election and constitution of the BCP PC

The BCP PC will be composed of three members each year. All BCP faculty with the exception of the Program Director must take turns serving on the BCP PPC and rotate the Chair role. No BCP PC member should serve as Chair for more than a year. A member coming on in his or her first year will serve as the secretary and maintain minutes of all BCP PC meetings. During the second year, that member will serve as the chair of the BCP PC, and for the final year, that member will help the new chair with his or her duties. The BCP PC will keep a list of faculty members and the rotation schedule. In exceptional cases a faculty member may request postponement of service. In this case a new member will be appointed and if this person would have been the chair, the chair will be elected by the members of the BCP PC.

B. Duties of the BCP PC

The BCP PC will perform all the functions assigned to it by the CBA including reviewing the AFRs to ascertain teaching effectiveness; making recommendations on all promotions within the BCP; participating in review of BCP faculty as prescribed by the CBA; reviewing and determining Pool A allocations of merit pay among the BCP's eligible faculty as provided for by the CBA; making recommendations on Pool B merit allocations; reviewing and making recommendations for anomaly adjustments to salaries as provided for by the CBA; and leading the review process of the Program Director.

The BCP PC is also charged with setting and revising guidelines for merit and disseminating any new merit guidelines to the BCP faculty no later than October 1 of the work year for which these new guidelines will be applied.

C. Duties of the BCP PC chair

The BCP PC chair will schedule and convene regular meetings. The BCP PC chair is also responsible for adhering to the MSP collective bargaining agreement and Red Book policies. The BCP PC chair also addresses any apparent conflict interests by voting faculty members who should be recused from particular decisions.

D. BCP PC vacancies

Should a member not be able to serve out his or her elected term, the next member in the BCP rotation will assume BCP PC responsibilities, and the affected member will assume the next spot in the rotation that s/he is available to serve.

E. Independence of the BCP PC

On personnel actions for which the CBA identifies independent roles for the BCP PC and the Program Director—such as AFR reviews, reappointment, promotion, merit-pay allocations, and anomaly recommendations—the BCP PC will operate independently. No one, including the Program Director or any other member of the administration, may attempt by any means to influence the deliberations or judgment of the members of the BCP PC.

VI. Curriculum Committee and course assignments

The BCP will have a standing curriculum committee, chaired by the Program Director, which will oversee the BCP's curriculum. The Program Director and the Curriculum Committee (BCP CC) will assign courses to the faculty. The Curriculum Committee will conduct regular reviews of the BCP curriculum to ensure learning objectives are being met, that BCP junior-year-writing courses adhere to the university's guidelines, and that all BCP courses reflect best practices consistently across all sections.

The Program Director works with the administration to determine the number of courses offered per semester and in the summer. Prioritizing required courses, the Program Director, in conjunction with the Curriculum Committee solicits schedule requests from full-time faculty and assigns courses accordingly, aiming to meet any special needs and requests per faculty member. If there are not enough full-time faculty members to teach required courses on load, the Program Director may offer courses to be taught on overload for additional funds. If no full-time faculty member accepts a course on overload, the Program Director may offer the course to a part-time faculty member.

A. Conflicts in schedule requests

The Program Director asks for volunteers to make changes to schedules as needed in order to accommodate schedule requests for all.

B. Online course assignments

Full-time BCP faculty are eligible to teach the junior-year-writing requirement online on overload during the semesters and during summers. The Program Director works with the administration to determine the number of sections needed and solicits faculty about their interest in teaching online on overload during the semester or summer. If more than one faculty member is interested in teaching the same course on overload, priority is given to the faculty member who did not teach the course most recently. If no full-time faculty member wishes to teach the course online on overload, the Program Director hires a part-time instructor to teach the course.

C. The required career and professional development course

In addition to junior-year-writing courses, the BCP offers the required sophomore-level career and professional development course. The Program Director shall assign the course by soliciting requests from full-time BCP faculty. If more than one faculty member wants to teach the same course, the Program Director shall assign the course first to the faculty member who, in this priority order, 1) has taught the course only once; 2) has taught the course fewer than three semesters; 3) has the higher teaching evaluations from the course.

D. Electives on-load

Full-time BCP faculty who develop and receive approval for an elective have first priority to teach that elective. If the elective is taught on-load, the faculty member who developed the course has priority to teach it; however, after three semesters of teaching the course, s/he will rotate the teaching assignment among other qualified, interested BCP faculty. The faculty member who created the course will maintain rights to his/her own intellectual property. The Program Director, in consultation with the Curriculum Committee will review requests by faculty to teach standing electives, as well as any new course proposals. In determining whether a faculty member is qualified to teach an elective, the Program Director and the Curriculum Committee will consider the following criteria:

- Degree or graduate credit hours relevant to the elective subject matter
- Professional licensure, certification, or qualifications in the elective subject matter
- Special training or work experience relevant to the elective subject matter
- Demonstrated knowledge of the elective subject matter
- Evidence of research or publication on the elective subject matter

Qualified BCP faculty may teach an elective on-load for a minimum of three semesters. If the elective course regularly fills to capacity, that faculty member may continue to teach the course beyond three semesters or until another qualified faculty member expresses interest in teaching it.

E. Electives on overload

Full-time BCP faculty members who develop and propose an undergraduate elective to be taught on overload will work with the director to get approval from the various regulatory bodies at the School and campus levels, determine the appropriate delivery channel for the course, and establish a schedule for teaching the course. The faculty member teaching the course is responsible for publicizing the course and handling its implementation. If the overload elective is active and well-received, the faculty member may continue to teach it until s/he wishes to pass the course to other qualified faculty members. Qualifications for teaching an elective on overload follow those qualifications outlined for on-load teaching electives.

VII . Searches

After securing approval for an additional hire, the Program Director calls the search for a full-time or part-time hire, works with the administration and with program faculty to determine relevant qualifications for the new hire, and solicits volunteers to serve on the search committee. All full-time BCP faculty members may serve on a search committee, and there is no limit on the number of search committee members. The Program Director does not need to serve on the committee.

A chair is voted on by search committee members. The committee chair follows University policies and protocols for conducting searches, and consults with the Program Director about final candidates' qualifications. If the Program Director is not serving on the search committee, s/he, along with other representatives of the administration, may elect to interview finalists. The search committee, Program Director, and administration select the finalist. The Program Director works with the school administration to extend a final offer to the chosen candidate.

VIII. Bylaw adoption and amendments

Bylaws shall be adopted by a vote of at least two-thirds of the BCP full-time and permanent part-time faculty, not counting abstentions. Should the bylaws not be approved, the BCP faculty shall convene a meeting to discuss any disagreements to facilitate an amended document and to vote again. Bylaws will become effective immediately upon the results of voting.

Amendments to the bylaws can be brought by the BCP PC or by a total of ten percent of the total BCP faculty before the last program meeting of the year or before the last month of the academic year. The proposed amendment must be circulated for at least ten days before the meeting. After discussion and amendment, the proposal must again circulate as a written referendum before a final vote of BCP faculty by secret ballot.