



University of Colorado **Denver**

The Business School

BYLAWS

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ARTICLE I

Prevailing Authority of University Policies

The term "University Policies" shall refer to any action, resolution, or policy of the University of Colorado Denver – Campus Administrative Policy (2) any action or policy of the Chancellor of the University of Colorado Denver taken within their authority, or (3) any administrative policy or procedure that may be adopted according to the authority granted by the President or by the Board of Regents.

In the event of any conflict or contradiction between any bylaw of any school or college or any action taken by any school or college under the authority of its bylaws and any University Policy now in effect or adopted in the future, such department, school or college bylaw or action shall be superseded by the pertinent University Policy.

ARTICLE II

Business School Mission, Vision, and Values statement

Mission:

Through instructional and research excellence we develop inclusive, ethical, and innovative leaders who will advance economic and social vitality.

Vision:

To Build a Stronger Denver and a Better World

Values

- **Opportunity for all:** *We open doors and lower barriers to success.*
- **Excellence:** *We foster excellence in teaching, research, and service.*
- **Learner-Centric Focus:** *We promote and provide opportunities for life-long learning.*
- **Collaboration:** *We embrace partnerships that support innovative exchanges of knowledge and skills.*
- **Ethical Action:** *We act with honesty, compassion, respect, integrity, transparency, and accountability.*

ARTICLE III

Business School Administration

1. The Dean is appointed by the Chancellor on the recommendation of the Provost, in conformance with the Board of Regents laws/policies and University and Campus policies.
2. The Dean reports to the Provost and serves at the pleasure of the Chancellor.
3. The Dean of the Business School is the chief executive officer and the chief academic officer of the School. Their duties and responsibilities are defined by any pertinent policies of the Board of Regents and by administrative policies and procedures that may be adopted according to the authority granted by the Board of Regents, President, or the Chancellor.
4. The Dean shall exercise such authority per university and Regent Law and Policies. The Dean shall be responsible for the administration of the school budget, including any budget rules or guidelines that may be adopted.
5. The Dean shall be an ex officio member without vote of all standing committees of the Business School.
6. Under [Regent Law](https://www.cu.edu/regents/article-5), Article 5.A.1 (<https://www.cu.edu/regents/article-5>), it is a guiding principle of shared governance in the Business School that the Faculty and the administration shall collaborate in major decisions affecting the academic welfare of the university. The nature of that collaboration shared as appropriate extends to the appointments of Associate and Assistant Deans¹, Chairs, Discipline, and/or Program Directors².
7. Tenured and tenure-track Faculty with appropriate participation by instructional, research, and clinical faculty, have the principal responsibility for decisions concerning pedagogy, curriculum, research, scholarly or creative work, academic ethics, and recommendations on the selection and evaluation of Faculty. The development of general academic policies shall be a collaborative effort between the Faculty and administration.

¹ The Dean shall solicit feedback from faculty regarding the Associate Deans at least every three years

² Through an appropriate election process, faculty will normally nominate/elect a faculty member who is tenured, affiliated with the program in question, and not a member of the Dean's office. All such appointments shall be made in accordance with relevant Business School and University policy.

ARTICLE IV

Business School Faculty Assembly

1. *Faculty Membership*

The members of the Business School Faculty Assembly (the "Assembly") shall be those individuals who are tenured, tenure-track, or non-tenure-track Faculty and who hold a 50% or more FTE appointment in the Business School. These individuals continue to be members of the Faculty when on leave of absence or sabbatical leave.

2. *Function*

The Assembly shall function to provide a forum to discuss any matters that may involve the Business School.

3. *Voting*

As provided by the Laws of the Regents, the Faculty itself determines its voting membership. In the Business School, this consists of Faculty who are full-time tenured, tenure-track, non-tenure-track, and who hold 50% or more FTE.

Voting on collegial matters shall be limited to those members of the voting faculty present in the meeting at the time of the vote. A quorum is required for the vote to proceed.

4. *Chair of the Business School Faculty Assembly*

The Assembly shall elect (by majority vote) a tenured faculty member as its Chair. The Associate Dean for Faculty shall solicit nominations for this position. The term for the Chair shall be three years with the option for one additional term.

5. *Meetings of the Business School Faculty Assembly*

A regular meeting of the Faculty shall be called by the Dean at least once per semester (Fall and Spring). The Dean may call special meetings as the need arises. Additionally, the Dean shall call a special meeting of the Faculty upon the written request of ten (10) or more voting members of the Faculty.

Except in an emergency, written notice shall be given to the Faculty at least 72 hours in advance of any faculty meeting. Such notice will be distributed via e-mail.

Forty percent of the voting members of the faculty assembly, not on sabbatical or leave, constitutes a quorum for any meeting of the Assembly.

6. *Rules of Order*

Where not otherwise specified in these Bylaws or by a vote of the Faculty, the Assembly proceedings are conducted according to the Newly Revised Roberts Rules of Order.

ARTICLE V

Business School Standing Committees

Business School faculty constitute the following standing committees. Unless otherwise stipulated, committee membership shall be decided by the voting members of the Faculty, with nominations (including self-nominations) solicited by the Associate Dean for Faculty. These committees exist to achieve the goals of shared governance of the Business School and shall report to the Assembly at least once a year:

1. Council of Directors (CoD)

- a. The CoD shall meet monthly during the Fall and Spring semesters. The CoD elects its Chair. Membership of the Council consists of all discipline and program directors, the Chair of the Business School Faculty Assembly, the Chair of the Curriculum Committee, the School's representatives to the campus Budget Priorities Council and the University Curriculum Committee, as well as the Dean, Associate Deans, and Assistant Deans (as ex-officio members).
- b. The primary function of the CoD is to advise the Dean's Office on the running of the Business School. In the spirit of transparency, it also shall circulate detailed minutes to the Faculty after each meeting. Specific roles and responsibilities of the CoD:
 - I. Strategic direction and planning: Before AACSB accreditation, the Dean and CoD shall take the lead in drafting the School's Strategic Plan, monitor and revise this document as needed, and report to the Faculty on implementation progress.
 - II. Budget: The Dean shall periodically report on the status of the budget, and the CoD shall provide advice to the Dean on budget planning and allocations.
 - III. Programs and enrollment management: The CoD shall provide advice to the Dean and individual Discipline and Program Directors on program management and policy development.
 - IV. Faculty hiring: The CoD shall advise the Dean on position allocations across the School. This advice should take into account changing enrollments and budget availability.
 - V. Faculty evaluation: A Council of the Discipline Directors (CoDD), which shall be composed of all discipline directors from the CoD with the assistance of program directors as necessary, shall conduct annual faculty evaluations and provide performance rating recommendations to the Dean. The Associate Dean of Faculty will participate in the annual evaluation meeting as an ex-officio member, give advice to the Discipline Directors as requested, and forward the results to the Dean.

2. *Curriculum Committee (CC)*

- a. The Curriculum Committee (CC) advises the Dean and the CoD, and, in the spirit of transparency, reports as necessary to the Assembly on issues of curriculum development.
- b. Curriculum for the individual course and program design will continue to originate in disciplines and programs.
- c. The CC shall serve as a forum to discuss and make recommendations to discipline/program directors and Faculty regarding the content, design, and delivery of the Business School curriculum. The CC also carries a broad remit to examine matters of curricula oversight that cross disciplinary boundaries.
- d. Specific roles and responsibilities of the CC include:
 - I. Develop curricula models and standards that are responsive to current knowledge and practice and that facilitate the evaluation of Business School courses and programs.
 - II. Produce annual Assurance of Learning (AOL) reports and, when necessary, recommend revisions to the annual AOL process across disciplines and programs.
 - III. Monitor cross-disciplinary degree offerings (e.g., BSBA and M.B.A.), and review new and existing academic programs (degree and non-degree) and courses as needed.
 - IV. Adjudicate cross-disciplinary curricular issues, including duplication of course offerings.
 - V. Appoint a member of the Committee to represent the Business School on the University Curriculum Committee.
- d. The CC shall consist of one full-time faculty member from each Discipline in the Business School. Each member shall be elected by the Faculty of their respective Discipline to a three-year term. Members may be re-elected to additional terms.
- e. Ex-officio members of the Committee include the Associate Deans of Programs (Graduate and Undergraduate) and the M.B.A. Program Director and Undergraduate Program Director. Ex-officio members are non-voting members of the CC.
- f. The CC shall meet quarterly, or more frequently as needed. A quorum shall consist of a simple majority of voting members.

3. Internal Affairs Committee (I.A.C.)

- a. The I.A.C. is charged with hearing and adjudicating cases related to academic dishonesty or failure of students or Faculty to meet expectations as detailed in Section IV.B.3 of the Business School Faculty Handbook.
- b. In all cases, the Committee hears the grievance and acts as a liaison between the concerned parties. Although the Committee has no formal powers of veto or censorship, it is responsible for the investigation and making recommendations as appropriate concerning matters brought before it.
- c. The I.A.C. shall consist of five faculty members elected for three-year, staggered terms, and shall include at least one tenured/tenure-track member and at least one senior instructor/instructor. For cases involving students, the Committee will consist of three faculty members and three students.
- e. For details of the I.A.C.'s allegation and hearing procedure and faculty guidance for handling academic dishonesty, see section I.B.V. in the Business School Faculty Handbook for more information about the I.A.C. procedures.

4. Review and Appeals Committee (R.A.C.)

- a. The R.A.C. is comprised of three faculty members appointed by the Dean to serve as an independent review in cases of the following appeals by Faculty. Committee members elect the Chair.
- b. Specific roles and responsibilities of the R.A.C., include:
 - I. Following Regent Policy 11B.3, the R.A.C. serves as the body to which faculty members may turn for a review of their salaries. In evaluating these cases, R.A.C. reviews the provided evidence and any other relevant data and makes a recommendation to the Dean on a timely basis.
 - II. R.A.C. shall also hear all appeals of individual Faculty concerning their annual performance evaluation scores after the normal channels of Associate Dean of Faculty and Dean have been exhausted.
 - III. The R.A.C. is also available for any matter when a faculty member feels that the normal channels may not adequately address their concerns.
 - IV. In all cases, the Committee acts as a liaison between the concerned parties. Although the Committee has no formal powers of veto or censorship, it is responsible for the investigation and making recommendations as appropriate concerning matters brought before it. See section 11.C. in the Business School Faculty Handbook for more details on the Annual Performance Review and Merit Procedures.

- V. Review of appeals for differentiated annual workloads (See [CU System APS 1006](#) and [Campus Administrative Policy 1012](#) for more details on the Policy for Differentiated Annual Workloads).
- VI. PTR appeals as necessary.

5. *Post-Tenure Review (PTR) Committee*

The Business School PTR³ committee serves as the first level of review for post-tenure reviews. The Committee for each review consists of six tenured faculty members, each from a separate discipline area. Each member shall be elected for a three-year term. Insofar as possible, one member shall rotate off the Committee each year to be replaced by a representative from the member's Discipline. A designated representative from the Dean's office shall serve ex-officio and chair the committee. For further information on the Business School PTR process, See section 11.B.11 in the Business School Faculty Handbook for details on the PTR procedures.

6. *BSBA committee*

The BSBA is a comprehensive undergraduate business program that offers foundational knowledge of business as well as a major study in numerous specialties, both traditional and unique. We also offer a handful of undergraduate minors to build complementary skillsets and knowledge. We are the leading edge and offer flexible delivery of our BSBA programming where students can choose courses held in-person, online, and everywhere in between. Future direction holds many potential opportunities like stackable degree design, new credentialing, and areas not yet thought of.

Faculty governance is essential for the BSBA program as the degree is built from the participation of all areas of the Business School. The program's quality and longevity require active discussion of program strategies, operational concerns, and opportunities for improvement.

The BSBA Committee advises the Undergraduate Program Director (Director) in his/her responsibility for ensuring that the Business School's BSBA program provides students with a high-quality experience and success after graduation. The Director's consultation with the committee may include matters such as:

- Periodic review of the curriculum
- Opportunities for innovation and quality improvement
- Issues and opportunities related to program delivery modalities.

³ Each tenure-bearing unit must have a PTR Committee, comprised of members of the tenured faculty. During the year in which a faculty member is undergoing PTR, they should not serve on the PTR committee. The Business School procedures for PTR are available separately from this document (see Primary Unit Criteria for further information).

- Program assurance of learning (AOL)
- Quality measurement (FCQs, AOL results, etc.)
- Periodic reporting (including recommendations) to the Program faculty
- Resource and information conduit for program faculty and their disciplines

Membership of the Committee shall include a broad representation of the School's disciplines, where each discipline is invited to nominate one representative. Membership terms are for three years but can be renewed. The Undergraduate Program Director will serve as Committee Chair.

7. *MBA Committee*

The MBA program is unique among our graduate programs due to its size and the diffuse makeup of its faculty. (In contrast, our MS programs are smaller and generally align with a tighter nit group of discipline-based faculty.) Historically MBA faculty have met infrequently to discuss program issues and vote on important actions, and mainly minor infrequent changes have been made to the program over the decades.

The makeup of the MBA program poses an unusual challenge for faculty participation in governance. An MBA Committee of faculty that advises the Business School administrators (Dean, Associate Dean of Programs, Assistant Dean for the One Year MBA, and Professional MBA Programs) to ensure that the Business School's MBA program provides students with a high-quality experience and success after graduation. Consultation with the committee may include matters such as:

- Periodic review of the curriculum
- Opportunities for innovation and quality improvement
- Issues and opportunities related to program delivery modalities
- Program assurance of learning (AOL)
- Quality measurement (FCQs, AOL results, etc.)
- Periodic reporting (including recommendations) to the Program faculty
- Resource and information conduit for program faculty and their disciplines

Membership of the Committee shall include a broad representation of the school's disciplines, where each discipline is invited to nominate one representative. Membership terms are for three years but can be renewed. The MBA Committee elects its chair from among the members of the committee. The Associate Dean of Programs and Assistant Dean for the One Year MBA and Professional MBA Programs serve as non-voting, ex-officio members of the committee.

ARTICLE VI

AD HOC Committees

The Faculty (by majority vote) or the Dean (as presiding officer of the Faculty) may constitute ad hoc committees for various purposes. No such committee shall be constituted for more than one academic year unless specifically approved by a majority of the Assembly and the Dean.

In all cases, the Assembly shall be informed of the existence, membership, and charge of such committees. Each Committee shall report, on a timely basis, the results of their deliberations (including any recommendations) to the Assembly. All formal recommendations shall be voted on by the appropriate faculty governance committee (or faculty group) to take effect. In the case where there are no existing standing committees, all formal recommendations shall be considered by the Faculty.

ARTICLE VII

Procedures for Negotiating Differentiated Annual Workloads

System Administrative Policy Statement [APS 1006](#) and [Campus Administrative Policy 1012](#) sets forth information regarding procedures for negotiating differentiated annual workloads. The Business School allows Differentiated workloads, which tenure-track Faculty may apply for as an alternative to the standard 40-40-20 rule (or 70-20-10 or the 70-15-15 rule for non-tenure-track Faculty). Requests for differentiated workload should be included in the faculty member's Professional Plan⁴, which is part of their annual evaluation and is submitted and updated each year. The Professional Plan should include the faculty member's goals and objectives through the next review period. Those on administrative assignments should include

⁴ University system policy no longer mandates professional plans but reference to it remains in [APS#1022](#) as a “highly recommended individually prepared blueprint that aids in evaluating performance, during both annual review and post-tenure review.” Campus Policy 1050 requires Professional Plans. The Business School requires that faculty members prepare and maintain a professional plan after their award of tenure. At the time of annual merit evaluation and during post-tenure review (or extensive review), the primary unit evaluation committee may review the professional plan (and any revisions or updates to the plan) and compare its goals to the actual achievements of the faculty member to date. The intent of this plan is to support faculty achievements through thoughtfully articulated goals, adequate preparation, effective execution, compelling presentations, documentation and contextualization of activities and reflective self-assessment. Faculty Development Plans assist faculty as they move through the varying levels of evaluation associated with comprehensive review, tenure and promotion review and post-tenure review.

the administrative portion of the overall workload. The Dean makes the decisions on differentiated workload requests.

Article VIII

Post Tenure Review

The process for Post-Tenure Review in the Business School can be found in the Business School Faculty Handbook section II.B.

Article IX

Amendments to the Bylaws

Any member of the Faculty Assembly may propose amendments to these bylaws. Amendments require adoption by a supermajority (at least 60%) of the voting members of the Faculty present at a duly constituted meeting with a quorum. Final bylaws are subject to the approval of the Dean and Provost. Recommended revisions or amendments will be reviewed by University Counsel to assure conformity to University Policies.