



Questrom School of Business Faculty Governance

March 2021

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ACADEMIC FREEDOM

Academic freedom is essential in institutions of higher education if they are to make their proper contribution to the common good. The common good depends upon the free search for truth and its free exposition. It is that which justifies academic freedom, not the interest of the individual faculty member or even the interest of a particular university.

Academic freedom is the freedom to engage in research, scholarship or other creative work in order to expand knowledge, to publish research findings, to teach and to learn in an atmosphere of unfettered free inquiry and exposition.

The rights of the faculty member and the student to academic freedom, however, carry with them duties and responsibilities. The faculty member is entitled to full freedom to engage in research, scholarship and creative work and to publish or produce the results, subject to responsible performance of these and other academic duties. The faculty member is likewise entitled to freedom in teaching and discussing the subject matter. Yet, as in research, the concomitant of this freedom must be a commitment to accuracy and integrity. Controversy is a normal aspect of free academic inquiry and teaching, and it is proper to incorporate both the knowledge and the beliefs of the faculty member into that which is taught; however, the freedom to teach must be joined by a constant effort to distinguish between knowledge and belief.

The University faculty member is a citizen, a member of a learned profession and an officer of an educational institution. When the faculty member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but the faculty member's special position in the community imposes special obligations. As a person of learning and an educator, he or she should remember that the public may judge the profession and institution by his or her utterances. Hence, the faculty member should be at all times accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not speaking for the institution.

This policy applies to all faculty members of the University.

Adopted April 18, 2007, by the University Council.

RESPONSIBILITIES

SCHOOL AND UNIVERSITY

Faculty governance responsibilities within the Questrom School of Business are derived from those responsibilities:

1. Shared with the Questrom Faculty by the Trustees and Central Administration of Boston University;
2. Shared among the Questrom Faculty and Deans; and
3. Arising out of those traditional practices which, in part, define academic collegiality.

UNIVERSITY POLICY

The University's general policy statements contain only brief references to the responsibilities of the faculty bodies of the several schools and colleges. The Faculty Handbook, Boston University 1995 enumerates the traditional faculty duties of "teaching, research and administrative and other services," and also states that:

Each faculty determines the academic policies and procedures of its own School or College (p. 6).

Matters affecting the faculty of more than one School or College are the responsibility of the All-University Faculty Assembly and its representative Faculty Council (Ibid., p. 6).

The Handbook also states that:

As the academic leader of a School or College, the Dean is charged to maintain academic standards in teaching, research, and other services performed by his or her faculty... (Ibid., p. 5).

It appears, therefore, that responsibility for the determination of academic policies, procedures and standards rests with the Faculty. Implementation of these policies and procedures and the maintenance of academic standards are the responsibility of the Dean.

DECANAL RESPONSIBILITIES

Within the Questrom School of Business the division of responsibilities set forth above is interpreted to mean that the Dean has final responsibility for such functions as:

1. The development of short- and long-term strategies for the School;
2. The hiring and reappointment of faculty and the determination of faculty salaries (see Annual Merit Review Process below);
3. Budget preparation;
4. Maintenance of student morale; and
5. Assignment of faculty teaching responsibilities.

In addition, by administrative direction or tradition, the Dean has primary responsibility for:

1. Alumni and community relations;
2. Internal and external communications, including selected media production;
3. Graduate program admissions procedures;
4. Undergraduate and graduate placement services;
5. External representation to accrediting bodies, foundations, government agencies, other colleges and universities, and the professional management community;
6. Fundraising; and
7. Annually informing the faculty of the state of the School, including admissions, placement, faculty additions and composition, budget status, and fundraising activities. Sensitive issues of a confidential nature or involving personnel, such as appointments, promotions, and tenure, should be reserved for communication to the appropriate faculty committee(s).

Some or all of the direct administration of the functions set forth above may be delegated to the Associate Deans, Assistant Deans, Program Directors, and/or Department Chairs.

As the administrative agent of the University Trustees and the President, the Dean is responsible for carrying out their policies. However, as Questrom's Chief Administrative Officer, he/she is also responsible to the Faculty to see that its policies and procedures are carried out. He/she represents faculty interests to the University's Central Administration and to other schools and colleges of the University.

ANNUAL MERIT REVIEW PROCESS

Full-time faculty performance is reviewed by the Department Chairs, the Senior Associate Dean of Faculty & Research, and the Dean annually based on rank-specific research, teaching, and service contributions following the processes and criteria described in Questrom's Annual Faculty Merit Review Manual.

Amended March 19, 2021

FACULTY RESPONSIBILITIES

The responsibility of the Faculty as a body to determine academic policies and procedures requires faculty members to undertake a variety of specific duties, usually as members of committees. These include:

1. Curriculum development and review;
2. Graduate level admissions approval;
3. Disciplinary decision making;
4. Promotion and tenure advising; and
5. Faculty and student recruitment.

DEPARTMENT CHAIRS

The Department Chairs are faculty members who represent, within the School and University, the academic and professional communities to which their departmental colleagues belong. They administer their respective departments' academic activities and advise the Dean through their service on the School's Operating Committee (see below). Aided by their departments' senior members, Department Chairs are responsible for guiding their faculty's professional growth. They also are responsible for ensuring that their departments contribute fully to the accomplishment of the School's overall goals. After such consultation within their departments as may be prescribed, Department Chairs are responsible for advising the Dean on matters of faculty hiring, performance evaluation, remuneration, promotion and tenure.

Department Chairs are appointed by the Dean after consultation with the senior faculty of the Department.

PROGRAM DIRECTORS

Each Program Director is responsible for (i) maintaining the quality, currency, and inter-departmental coordination of his/her program's curriculum; (ii) administering and augmenting the resources that are allocated to the program; and (iii) representing the program to its several constituencies within and outside of the University. In matters of curriculum, he/she acts with the assistance and as an agent of the faculty; in other matters as an agent of the Dean. Program Directors also serve on the Operating Committee.

Program Directors are appointed by the Dean.

QUESTROM STRATEGIC COUNCIL

Consisting of the Dean and selected members of the School's leadership, such as Associate and Assistant Deans, Department Chairs, Faculty Program Directors, Chair of the Faculty Policy Committee, and such others as the Dean may designate, the Questrom Strategic Council advises and assists the Dean in the discharge of his/her various decanal functions (as set forth above). In particular, this committee supports the Dean's office in its long range planning for the School, faculty actions, and other strategic issues around the School's overall mission. At the Dean's discretion, the Dean may establish a Subcommittee

consisting of individuals selected from among the members of the Strategic Council to advise and assist the Dean in ways that he/she may designate.

Amended March 19, 2021

QUESTROM DIVERSITY & INCLUSION COMMITTEE

The Questrom Diversity & Inclusion Committee (QDIC) is a standing committee composed of faculty, staff, and students, and serves in an advisory role to the Dean. The QDIC focuses on Questrom's efforts to cultivate an atmosphere of respect for individual differences in life experiences, sexual orientation, and religious beliefs consistent with the University's Diversity & Inclusion Statement. The QDIC analyzes biases involving intellectual parochialism, barriers to access, and ethnocentrism, and formulates policies and initiatives reviewed by the Dean's Office and approved by the faculty to remove these biases.

Amended March 19, 2021

FACULTY RESPONSIBILITY: STRUCTURE AND ORGANIZATION

The Questrom Faculty is established as a plenary body whose Chair is the Dean. Monthly meetings will be scheduled throughout the academic year. Voting faculty at the Questrom School of Business comprise all faculty with multi-year appointments. The quorum for faculty meetings is one-third of the eligible resident Questrom voting faculty. This quorum figure will be set at the first faculty meeting of the Fall and Spring semesters and will apply until the next quorum figure is established. The Faculty is further represented by a number of standing committees as follows:

1. Faculty Policy Committee (FPC)
2. Program Development Committees (PDCs)
3. Appointments, Promotion, and Tenure Committee (APT)
4. Special Review Committees
5. Academic Conduct Committee

Additional working groups are created, ad hoc, as may be needed.

FACULTY POLICY COMMITTEE (FPC)

The FPC is the central focus of Questrom faculty governance and of the faculty's collaborative activities. As the full faculty's surrogate, it is charged with overseeing and is authorized to act for the Faculty in carrying out those academic policies and procedures for which responsibility is not elsewhere assigned.

The FPC will review all proposals for the creation of new degree-granting programs (including dual degree programs), new non-degree programs, new majors, minors or concentrations within existing degree programs, and revisions to currently existing degree programs as specified in Appendix C of this document.

The FPC may choose to review and evaluate any of Questrom's ongoing academic programs and activities and report to the full faculty and/or the Dean the results of its review, including any recommendations related to the program or activity's operations, structure, or staffing.

Consultation and Cooperation

In addition, by collegial tradition, the FPC acts in a consultative role in matters concerning:

1. Strategic planning and resource allocation;
2. Level of academic support service and facilities, including, but not limited to, classrooms, libraries, data processing capabilities, graduate assistantships, and professional travel;
3. Oversight of external relations including recruitment, alumni relations and program promotion; and
4. Faculty interests in administrative policies and procedures.

In these consultative activities, the FPC serves as the Dean's principle vehicle for two-way communication with the Faculty. This is separate and distinct from communications directed through Department Chairs and Faculty Directors who serve in an administrative capacity. The FPC may delegate its responsibilities to subcommittees or ad hoc task groups, as appropriate.

FPC Membership - Faculty Representation

The FPC shall consist of five members elected from the voting faculty, together with the Dean or his/her designee (who will be non-voting).

Elected representatives to the FPC serve for two years and are elected at the time of the May faculty meeting by written ballot. Department Chairs are not eligible to serve. Any other member of the full-time faculty may serve on the FPC provided, however, that the membership at any time must include at least two tenured members, and at least one un-tenured member.

Membership shall be staggered so that at least one member is elected each year. No individual shall serve more than two full consecutive terms.

If a vacancy occurs, replacement member(s) shall be elected at the next regularly scheduled faculty meeting to serve the unexpired balance of any vacated term. Due consideration shall be given to preserving the minimum requirements for tenured and non-tenured membership cited above.

Operating procedures for the FPC are detailed in Appendix A.

FPC Membership - The Chair

The FPC Chair is elected by the FPC from its elected membership and serves for two academic years from the date of election as Chair (which may extend the Chair's service on the FPC beyond his/her elected term).

If a vacancy occurs, the FPC selects a replacement Chair from its elected membership to serve the unexpired balance of the incumbent's term.

No individual may serve more than two consecutive full terms as FPC chair.

Amended May 6, 2016

PROGRAM DEVELOPMENT COMMITTEES (PDCS)

Function

Each degree program offered by Questrom will be guided by a Program Development Committee (PDC) which meets regularly, but no less frequently than twice each semester. Each degree program PDC will work to ensure a high quality curriculum, maintain academic standards and advance program excellence.

Each degree program PDC will be responsible for:

1. Reviewing proposed curriculum/program/course/concentration modifications and introductions as outlined in Appendix D.
2. Periodic review (once every 3-5 years) of existing concentrations and programs to maintain quality, rigor and currency, a robust portfolio of sustainable offerings, and managed synergies and redundancies across program elements.
3. Coordination of program/curriculum activities, content, and plans in conjunction with Curriculum Dean and other relevant Leadership at functional or program levels.
4. Administering Academic Policy as outlined in the relevant degree program student handbook.
5. Advancing continuous improvement efforts and review of curricula (including those prescribed by University or Accreditation requirements) through the consideration of student/staff/faculty feedback, program review data.
6. Maintain program learning goals and review measures of student learning on established goals.
7. Serving as a link between the program and the FPC, Faculty, and Office of the Dean.
8. Working with the Dean's Office and department chairs on long range curricular planning.
9. Once a year, meet with the PDCs or faculty chairs of other degree and specialty programs who teach students at the same educational stage – undergraduate, post-bachelors or mid-career – to coordinate. The PDCs may also request to meet with any committee developing new programs for students at the same educational stage.

Membership

1. Membership of the degree program PDCs shall be comprised of the following:
 - a. The Program's Faculty Director
 - b. The Program's Assistant Dean or Director (non-voting), as recommended by the Associate Dean of Academic Programs
 - c. At least three additional full-time faculty members.
2. The Faculty Director of each degree program is appointed by the Dean and serves as Chair of the relevant PDC. Faculty members of each PDC are appointed by the Faculty Director in consultation with the Dean's office and the Department Chairs.

Specialty PDCs, Task Force or Launch Committees

The existing PDCs may set up permanent or temporary specialty PDCs for sub-programs and/or concentrations that operate as subcommittees of the major degree-granting program PDCs. The specialty PDC will seek to advance program quality, recommending program changes to the relevant degree program PDC for consideration. The specialty PDC shall include a member of the degree program PDC they are associated with.

The Deans may establish specialty PDCs to support non-degree programs or strategic focus areas. If these programs or areas are likely to affect current degree-granting programs, these PDCs should include as ex-officio members the relevant department or PDC chair (or his/her representative).

The Dean's Office should report the establishment of any new permanent PDC or committee of faculty members to the FPC and to the chairs of departments or PDCs likely to be affected by them.

Amended May 6, 2016

APPOINTMENTS, PROMOTION, AND TENURE COMMITTEE (APT)

An Appointments, Promotion, and Tenure (APT) Committee is elected at large by the faculty from among its tenured members. Deans and Department Chairs are not eligible.

It is the APT Committee's responsibility to:

1. Examine and evaluate all candidates, both internal and external, for tenure and/or promotion to full, and recommend appropriate action to the Dean.
2. Seek the advice of the full tenured faculty before making its recommendations under (1) above;
3. Consult regularly with the Dean with a view toward producing and maintaining an up-to-date statement which explains School and University criteria for promotion and tenure; and
4. Assure the distribution to all non-tenured faculty of (3) above, and any other materials it may deem appropriate, in a timely manner.

The qualifications of each candidate for promotion and/or tenure shall be voted upon by the full committee, except as hereinafter provided. Initial evaluations of candidates may be delegated to one or more APT members.

Amended December 9, 2016

SPECIAL REVIEW COMMITTEES

When the Dean, the Chair of the candidate's department, and in the case of an internal candidate for promotion and/or tenure, the candidate himself or herself, determines that a fair and thorough evaluation of the candidate's work requires assessment of that work by qualified individuals outside of the candidate's department, the Dean (after consultation with the School's APT Committee) will appoint a Special Review Committee of 3-5 people. It is expected that Special Review Committees will be appropriate for candidates whose academic work at Questrom spans departments or when there are insufficient faculty in the department with high enough rank to evaluate the candidate. The committee will consist of two to four tenured Questrom faculty members from outside of the department and at least one member from the candidate's department. The committee will submit a written report to the Department, APT, and Dean emphasizing the candidate's research, teaching, and service to the profession. The Special Review Committee report replaces the Department Chair's report and is therefore subject to the same format and rigor as standard departmental reports. The Department Chair writes an opening paragraph explaining why the case has been reviewed by a Special Review Committee. The Department Chair can also add an addendum to the Special Review Committee report that summarizes any departmental dissent, or the Chair may accept the Special Review Committee Report as is, if no dissent is expressed. The Special Review Committee does not vote on the case but offers an evaluative summary that describes the members' opinion about the case. SRC committee members from the home department participate in the Department vote.

Amended March 19, 2021

LECTURER PROMOTION COMMITTEE (LPC)

A Lecturer Promotion Committee (LPC) is elected at large by the faculty, and will consist of five members: at least one, but not more than two, of which should be tenured associate or full professors and the rest drawn from the ranks of master lecturers, clinical associate or full professors, professors of the practice, or research associate or full professors. The Committee's responsibilities are to examine and evaluate all internal lecturers who are candidates for promotion to senior or master lecturers. The LPC's report is advisory to the Dean, who ultimately decides promotion cases. Committee members are elected to two-year terms, and the Chair of the LPC is elected by its members.

Amended March 19, 2021

ACADEMIC CONDUCT COMMITTEE (ACC)

The Academic Conduct Committee (ACC) has jurisdiction over all allegations of academic misconduct related to courses taught in Questrom as brought forth by faculty, administrators, or students. Members of the committee are appointed by the Dean and include faculty, staff, and a student representative. For more information, please see the Academic Conduct Code.

Amended March 19, 2021

GRADE GRIEVANCE POLICY

The grade grievance policy provides a means for a student to contest a final course grade received in a credit-bearing Questrom course when a student contends that the grade is arbitrary. This policy is detailed in full on the Boston University Policies website, and applies to both undergraduate and graduate students.

Amended March 19, 2021

APPENDICES

The following appendices are part of the faculty governance:

- Appendix A Faculty Policy Committee, Operating Procedures
- Appendix B School Appointments, Promotion and Tenure Committee (APT) Operational Rules
- Appendix C Policy and Guidelines for Consideration of New Programs
- Appendix D Policy for Approving New Course Offerings
- Appendix E Election of Faculty Council Representatives
- Appendix F Faculty Development Policy
- Appendix G Teaching Evaluations
- Appendix H Employees Taking Questrom Courses
- Appendix J Procedure for Amending the Governance Document

APPENDIX A: FACULTY POLICY COMMITTEE OPERATING PROCEDURES

Section 1. Meetings

1. A quorum is constituted by the presence of a simple majority of the membership.
2. Meetings are open to all faculty and administrative officers of the School. Observers may participate in Committee discussion at the invitation of the Committee Chair.
3. The Committee, by two-thirds vote of those present, may vote to meet in executive session to discuss a particular issue of a sensitive nature.
4. Meetings are held twice a month during the academic year.
5. Minutes of each FPC meeting are distributed to the Faculty in a timely fashion.

Section 2. Procedures

1. Any item submitted in writing by a member of the Faculty or Administration is considered for discussion.
2. All matters deemed "significant" are submitted to the full Faculty for consideration, such matters being defined as those so judged by one-third or more of the members present at a duly constituted FPC meeting. Submission to the Faculty shall include a position statement provided by the FPC and may include a listing of alternative courses of action.
3. The Committee, from time to time, prepares statements on specific policies or procedures which, after full Faculty approval, constitute the policy of the School on this particular matter and shall be distributed to the faculty.
4. The FPC may bring proposals approved and unanimously deemed "routine" by the FPC (such as new courses and changes to concentrations) to the full faculty for an electronic discussion and vote. The vote either approves the proposal or flags it for discussion and vote at the next faculty meeting. The quorum for this electronic vote is the same as for a faculty meeting vote. Two or more flag votes moves the proposal to the next faculty meeting.

APPENDIX B: SCHOOL APPOINTMENTS, PROMOTION, AND TENURE COMMITTEE (APT) OPERATIONAL RULES

Section 1. Composition of APT Committee

1. The APT Committee is composed of five (5) members. Any tenured faculty member, except department Chairpersons and the Deans of the School, is eligible to serve on the APT Committee.
2. APT voting on any candidate for promotion to the rank of Professor is limited to those Committee members who hold the rank of Professor. The subcommittee of the APT that deliberates and votes on cases of appointment or promotion to the rank of Full Professor should include at least three Full Professors.
3. Before each semester (preferably by May or December respectively), the Dean's office should inform the FPC and APT how many associate/tenure cases and how many Full cases are expected to be brought to the APT that semester. If there are more than 5 cases expected and/or more Full cases than there are currently Full members on the APT, supplemental members will be elected as described below so that (1) there are at least 3 members to vote on Full professor promotions and (2) each APT member, whether regular or supplemental, is expected to prepare one case only, recognizing that only Full Professors can prepare Full cases. The supplemental members will serve for one semester and vote on all APT cases brought that semester.
4. For cases involving the promotion of professorial faculty with modified titles (i.e., research professors, clinical professors, and professors of the practice) as well as assistant and associate professors who are not on the tenure track, the APT Committee will select faculty members at the same or higher rank to form an appropriate review committee (research, clinical, of the practice, or not on the tenure track). The review committee will deliberate and vote on the candidate, and will write a report that will become part of the APT's report to the Dean.

Amended March 19, 2021

Section 2. Nomination and Election Procedures

APT Committee members are elected by the vote of the Questrom voting . Three and two members respectively are elected in alternate years at the May faculty meeting.

1. Nominations of candidates for the APT Committee may be made by any member of the Questrom voting faculty.
2. Nominations are solicited by email. The name of anyone so nominated who agrees to serve appears on the ballot. Additional nominations may be made when the election is held.
3. Voting for regular members is by written ballot at the time of the May Faculty meeting.
4. Each eligible faculty member may cast votes for a number of nominees not exceeding the number of members to be elected.
5. The top Full Professor vote-getters will be elected to spots required to be held by Full professors. For other slots, the top vote-getters will be elected, whether Associate or Full.
6. If a tie vote occurs, a run-off election is held. The nominee receiving the highest number of votes is thereby elected.

7. If in May, the Dean's office expects more than 5 cases to be brought to the APT for the coming semester, a single election for the needed (as defined above) regular and supplemental APT members will be held. The nominees receiving the highest number of votes will be voted into the open regular two-year term positions, the next highest to the supplemental positions as needed. However, if there are not enough Full professors among the top vote-getters to prepare and vote on all expected Full cases, the highest vote-getting Full professors will become members until an adequate number of Full professors are elected. As long as there are adequate numbers of Full members among the total number elected (including regular and supplemental members), the highest vote-getters should be considered regular members. If in December, the Dean's office expects more than 5 cases to be brought to the APT for the coming semester, an election will be held for the needed (as defined above) supplemental APT members will be held, again recognizing that only Full Professors can vote on and prepare Full cases.
8. If mid-semester, the Dean's office finds that additional APT members need to be elected that semester (whether to fill a sudden vacancy or because it is ascertained that more cases need to be prepared than the number of current APT members), an election will be held at the next regular faculty meeting if that meeting occurs before the additional APT member(s) is/are needed. If there is no regular faculty meeting to be held before the additional APT member(s) is/are needed, this election will be held by the FPC on line. A quorum must participate in the voting.

Section 3. Term of Office

Each regular member of the APT Committee is elected to a two-year term. Each supplemental member will serve for one semester. Regular members of the APT Committee begin their terms on July 1 following their election. APT members elected outside the May meeting begin their terms immediately after their election occurs.

Section 4. Reporting by APT Committee

1. After reviewing each candidate's promotion and/or tenure application, the APT Committee discusses its findings with, and seeks the advice of, the full tenured faculty regarding the candidate's suitability for promotion and/or tenure. The tenured faculty then votes on each case, except that voting on the case of any candidate for promotion to the rank of Professor shall be limited to those tenured faculty members who hold the rank of Professor. The results are recorded and forwarded to the Dean, and become part of the candidate's promotion and/or tenure application.
2. Following its discussions with the full tenured faculty, the APT Committee determines its finding and recommended action in each case and reports them to the Dean.

Section 5. Conflicts of Interest: Voting and Recusal by APT Committee

Conflicts of interest (COI) arise if the APT member:

- is a current or former close collaborator (co-author or research partner), or former thesis student/advisor/post-doctoral advisor.
- is a current or former close informal mentor.
- is a member of the candidate's immediate family, or is a business partner of the candidate;

- has a financial interest in the outcome of the tenure or promotion case, or the reviewer's employer or the organization where the reviewer is an officer, director, trustee, or partner has such an interest.
1. APT members, including the Chair, who face a COI cast their only vote at the lowest level possible: in the home department (if the candidate is from the home department of the APT member) or at the faculty meeting (if the candidate is a co-author of the APT member). APT members who do *not* face a COI only vote in the APT Committee.
 2. APT members who face a conflict of interest may participate fully in the discussions of cases for candidates in APT meetings but may *not* vote.

Amended March 19, 2021

Section 6. Coordination of the APT Committee and the LPC

In order to assure proper coordination and consistency of the review criteria and procedures used by both of these committees in reviewing faculty candidates for promotion, the respective committee chairs should meet at least twice annually, preferably at the start of each semester.

Amended March 19, 2021

APPENDIX C: POLICIES AND GUIDELINES FOR CREATION OF NEW PROGRAMS:

Degree-Granting Programs (Including Dual Degree Programs), New Non-Degree Programs, New Majors, Minors or Concentrations within Existing Degree Programs, and Revisions to Currently Existing Degree Programs

New Degree-Granting Programs (including Dual Degree Programs)

1. All proposals for new degree programs will be reviewed by the FPC. At a minimum, proposals should include articulation of the purpose and audience for the program, a detailed description of the content of the offering (including required and elective courses), comparisons with similar programs in other universities, estimates of the projected demand for the program, career paths/opportunities for degree-holders, admission standards and procedures, faculty and staff requirements, budget projections, written support of the Dean's Office, and letters from all department or PDC chairs whose current programs may be impacted by this new program in any way. The FPC shall serve as facilitator to insure that all parties concerned have been consulted. The FPC may ask the Dean's office, the proposing group, or related department or PDC chairs for any missing information.
2. Once the FPC deems the proposal complete, it will bring the proposal for a vote of the full faculty. Materials to be provided to the full faculty will include the materials listed in #2 above, a letter from the FPC summarizing its reasons for support or concern, and letters from any department or PDC chairs who the FPC believes have current programs that may be impacted by this new program in any way.
3. New Degree-Granting programs must also satisfy university requirements and go through the university review process.

New Non-Degree Programs

1. The guidelines for approval of new non-degree programs whose faculty staffing will be part of faculty's regular teaching loads (as opposed to overbase) or that use other Questrom staff or financial resources (other than space) will be similar to the guidelines for approval of Degree Programs.
2. Programs that will use no Questrom faculty regular teaching, staff or financial resources and that will be self-supporting must also be approved (if not originated) by the Dean's office and brought to the FPC. The FPC – upon deciding that the proposal is complete – will bring the program to a full faculty vote. The requirements for these proposals will be fewer. Specifically, proposals should include articulation of the purpose and audience for the program, comparisons with similar programs in BU and in other universities, a broad description of the content of the offering, estimates of the projected demand and budget for the program, a letter of support from the Dean, letters from all department or PDC chairs whose current programs may be impacted by this new program in any way, and a letter from the FPC stating its reasons for support or concern.
3. New Majors, Minors or Concentrations within Existing Degree Programs
4. Any proposal for a new program concentration, major, or minor which will appear on a student's permanent academic transcript will be reviewed by the relevant degree program PDC following consultation with the Dean's Office. At minimum, all proposals should include articulation of the need for the offering, content of the offering (including required and elective courses), structure

of the offering (including numbers of required and elective courses), concentration themes, demand estimates, career paths/opportunities for concentrators, resource and staffing implications, written support of the relevant department or program and written support from the Dean's Office.

5. Upon approval of the PDC, the proposal will be considered by the FPC to ensure that it adequately addresses all topics (listed in #1 above) necessary for the faculty to make an informed decision on. The FPC may ask the PDC and/or the Dean's office for missing information. In instances where the offering impacts multiple programs, the FPC shall serve as facilitator to insure that all parties concerned have been consulted and have an opportunity to express their point of view to the faculty. Once the FPC deems the proposal complete, it will bring the proposal for a vote of the full faculty.
6. Materials to be provided to the FPC and the full faculty will include the materials listed in #1 above, a written letter of support from the relevant degree program PDC, a letter from the FPC summarizing its reasons for support or concern, and the letters from any department or PDC chairs who the FPC believes have current programs that may be impacted by this new program.

Revisions to Currently Existing Degree Programs

1. Routine changes to major, minor, or concentration requirements such as replacing a course on a list of possible electives must be brought by the relevant major/minor/concentration lead and/or department chair for approval by the relevant degree PDC for approval.
2. Major changes to major, minor, or concentration requirements which impact the design and content of the offering such as the addition or deletion of multiple electives or change in the content focus of the concentration will be given a more thorough review by the relevant degree PDC per their established guidelines. If the PDC considers changes to so significant that it greatly changes the offering, the PDC should consider it a new offering and refer the proposal to a full review by the FPC and faculty.
3. Any changes to existing academic policies or procedures or the establishment of new academic policies and procedures related to the awarding of degrees that apply to students within a specific degree program (e.g. time limit to complete degree, transfer of credit process, GPA performance review requirements, etc.) must be approved by the relevant degree program PDC in consultation with the Dean's Office and forwarded to the FPC. The FPC will decide whether the change is significant enough to be brought up for a faculty vote.
4. In the event that the relevant PDC refuses to recommend approval for proposals brought forward in this and the previous section, the proposer, Department Head, and/or Program Director may take the issue directly to the FPC for review and action.

Amended May 6, 2016

APPENDIX D: POLICY FOR APPROVING NEW COURSE OFFERINGS

Section 1. Establishment of New Courses

1. Experimental course approval.

- a. All new courses, whether required or elective, must as a first step receive experimental/ pilot approval from the relevant degree program PDC and Department Chair.
- b. Experimental offerings allow the chance to develop optimal course content, build sustainable enrollments, and secure solid course ratings.
- c. Each PDC should create an experimental/pilot course approval process which is likely to include many of the elements required for final approval, described below in Section 1, subsection 3.
- d. Each course must be piloted at least once before being considered for final approval. At the discretion of the PDC, pilot courses may be offered up to two additional semesters, for a total of three semesters, to allow for continued course enhancement and feedback prior to final consideration.
- e. A listing of all courses approved for experimental offering must be provided at the conclusion of each semester by the PDC to the Office of the Dean; the Dean's Office shall compile these lists and share them with the FPC.

2. Steps in the Process for final approval, once a course has been piloted at least once:

- a. A final proposal must be completed which meets the requirements of the established degree program PDC. A listing of the required information and approval letters that must be included in the submitted materials for final course proposal are listed in Section 1, subsection 3.
- b. The degree program PDC must review and vote on the proposal.
- c. If approved by the PDC, the submitted materials for final course approval are shared with full-time faculty for review and comment during a two-week period. Comments and concerns raised by faculty members are gathered by the Questrom Registrar's Office and reviewed by the PDC and the instructor. If necessary, adjustments to the final course proposal are made, and the PDC reviews and votes on the final proposal. The Registrar's Office oversees course planning and development for the School, and will manage the review-and-comment process for all course approvals.

Amended March 19, 2021

- d. The FPC must review the proposal to ensure that all requirements for course approval have been met. In instances where courses impact multiple programs, the FPC shall serve as facilitator to insure that all parties concerned have been consulted and have had an opportunity to express their point of view to the faculty.

Amended March 19, 2021

- e. In the event that the relevant PDC refuses to recommend a course for approval, the faculty member, Department Head, and/or Program Director concerned may take the issue directly to the FPC for review and action.

Amended March 19, 2021

3. *Required Information for Final Course Approval*

Each PDC shall determine the specific information they require for the course approval process. At a minimum, this must include the following elements:

- a. A complete syllabus stating the purpose of the course, learning goals, core course concepts, course requirements and deliverables, and a detailed course schedule specifying the topics that will be covered and the readings and cases that will be used.
- b. Demonstrated level of demand for enrollments.
- c. Information on the outcome of the experimental course offering including student evaluations, a summary of qualitative student feedback, grade distributions, exams and major assignments written for the course, and steps taken to ensure academic integrity in exams.
- d. A description of the intellectual content of the course, assessing the relative programmatic need for the course and the overlap with other courses.
- e. An explanation of how the proposed course fits into the degree program's, department's and/or sub-program's or concentration's plan for the development of its core and/or elective offerings.
- f. A written letter of support from the chair of the department(s) staffing the course. The letter should include an estimation of the nature and amount of faculty resources that will be required to offer the course on a regular basis and provide plans for staffing the course; support for the value of the course in advancing departmental, School and/or faculty goals; and a discussion of the impact of the course on demand for other courses.
- g. A written letter of support from the faculty chair of the degree-granting PDC.
- h. A written letter of support from any sub-program, concentration or specialty director and/or PDC head for which this course satisfies a requirement.
- i. A written letter of support from the Dean's office highlighting any cross-program or cross-school concerns or other information that could impact decisions regarding success of the course.

4. *Timing*

- a. Notification of forthcoming applications for requests should be given to the PDC eight months in advance of the first anticipated offering to ensure a classroom is secured through the University course scheduling process.
- b. The requests for experimental or final approval of courses with all documents required by the PDC should be submitted to the appropriate PDC along by September 1st for Winter and Spring courses and by February 1st for Fall, pre-Fall and Summer courses.

- c. The request for final faculty approval with all required documents should be submitted to the Faculty by October 31 for Winter and Spring courses and by March 31st for Fall, pre-Fall and Summer courses.

5. *Non-degree Programs and Courses*

Non-degree programs and courses are exempt from the approval process outlined herein, but are subject to general oversight by the Faculty Policy Committee.

Section 2. Modifications to Existing Courses

1. *Minor Changes to the title and descriptions of existing Courses*

Minor changes to a course title or course description shall be presented to the department chair for approval. Following the approval of the Department Chair the proposal shall be forwarded to the relevant Faculty Director and Assistant Dean for final approval and implementation.

2. *Substantive Modifications to Existing Courses*

Changes to existing approved course which go beyond normal continuous improvement and/or course enhancement efforts constitute a significant change and the faculty member(s) teaching this course must seek approval for the change from the relevant degree PDC. The program faculty director and PDC shall determine whether the changes to course content and pedagogy are so significant as to constitute a new course, in which case it will need to go through the full final course approval process explained above in Section 1, Subsections 2, 3, and 4.

3. *Changes in Delivery Format for Existing Courses*

Changes to existing approved courses for delivery format (e.g. consolidated scheduling using an intensive delivery format, hybrid delivery, or online delivery) must be approved by the relevant degree PDC, after the applicant has supplied the PDC with whatever materials it established relevant. If the PDC determines that the alternate format changes the rigor, content and learning goals of the course sufficiently, the PDC may consider it a new course, in which case it will need to go through the full final course approval process explained above in Section 1, Subsections 2, 3, and 4.

4. *Discontinuation of Courses*

- a. Courses which have not been offered for 3 full academic years, as identified by the relevant Assistant Dean, will automatically be delisted from the active course catalog.
- b. Delisted courses may seek reinstatement through the PDC. Courses which have not been offered within the last 3 academic years will be considered new and follow the full course approval process.

Amended September 25, 2015

APPENDIX E: ELECTION OF FACULTY COUNCIL REPRESENTATIVES

Election of a Faculty Council Representative or Alternate from the Questrom School of Business must be by a majority of votes cast. If no nominee receives a majority on the first ballot, the list of nominees will be reduced to the two who received the most votes, and a second ballot will be taken.

Amended September 12, 1980

APPENDIX F: FACULTY DEVELOPMENT POLICY

As part of a process of faculty development, all faculty in January of their third year will be expected to participate in a third year development review. The primary purpose of this review is developmental. It is intended to provide an opportunity for self-reflection and feedback for tenure-track faculty members around the midpoint of their work toward tenure.

Amended December 16, 1994

APPENDIX G: TEACHING EVALUATIONS

Faculty shall have access to course/teacher ratings of all faculty with the deletion of first year ratings. First year faculty will have access to their own scores through their department chairman.

Adopted December 15, 1989

APPENDIX H: EMPLOYEES TAKING QUESTROMCOURSES

Questrom recognizes that while employees often take courses offered by Boston University, there is a risk inherent when an employee takes an Questrom course. Specifically, the employee may have access to confidential exams, quizzes, or other materials. Questrom also recognizes that while some risk exists that confidential material might be illegally compromised whether the employee is taking a class or not, this risk is heightened when the employee feels the classroom pressures of Questrom courses firsthand. Therefore, special precautions need to be taken to avoid such a situation.

In the event that an employee wishes to take any Questrom course, it is the policy of the School that:

1. the Associate Dean for academic affairs must have given written approval to the employee before he/she can register for the course;
2. A copy of this written approval must be sent to the instructor teaching the course, the department, and the employee's supervisor;
3. No exams or other grade-sensitive material can be handled by the employee taking the course. The faculty member is responsible for insuring that appropriate procedures are in place to avoid any compromise of grade-sensitive materials, and the employee must be alert to avoid any situation from which compromises could result. It is the responsibility of the employee to report promptly to the instructor any exposure to grade-sensitive discussions or materials.
4. Any incident that compromises the integrity of a course- due to actions of an employee is grounds for the employee's dismissal at the discretion of the Dean.

APPENDIX I: PROCEDURE FOR AMENDING THE GOVERNANCE DOCUMENT

This Governance Document may be amended in accordance with the following procedure:

1. Any full-time faculty member, voting or non-voting - may submit to the Faculty Policy Committee (FPC) a proposed amendment to the Governance Document. The FPC will discuss the amendment with the proposing faculty member, clarifying the language, if necessary, and distribute the amendment to all faculty (voting and non-voting) at least one week prior to the faculty meeting at which the amendment is first discussed.
2. All faculty, both voting and non-voting, may prepare written comments for distribution at the meeting where the amendment is first discussed. All written comments must be sent to the FPC for distribution to the full faculty.
3. At the faculty meeting, the FPC will distribute any written comments, and will lead a discussion of the proposed amendment.
4. The minutes of the faculty meeting, plus all written comments, will be distributed to all faculty (voting and non-voting) at least two weeks prior to a second faculty meeting where the amendment is discussed. Any faculty member (voting or non-voting) may prepare additional written comments concerning (a) the minutes, (b) other written comments, or (c) the proposed amendment. All written comments must be sent to the FPC for distribution to the full faculty.
5. At the second faculty meeting, the FPC will distribute all written comments, lead a second discussion of the proposed amendment, and solicit input from the faculty concerning the language for the vote.
6. Within ten days of the second faculty meeting the FPC will finalize the language for a vote and provide each voting faculty member with a ballot. The ballots will be designed so that the FPC can identify who has voted, but the vote itself will be secret (a “verifiable but secret ballot”). At least two members of the FPC must count all ballots and agree on the total vote count for and against the amendment.
7. If the proposed amendment receives 51 percent support of the School’s voting faculty, it immediately becomes part of the Governance Document. If not, it fails to carry, and may not be reintroduced for at least one year.