

**INSTRUMENT OF GOVERNMENT OF
THE JOSEPH M. BRYAN SCHOOL OF BUSINESS AND ECONOMICS (BRYAN SCHOOL)
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO (UNCG)**

This instrument was adopted by the Faculty of the Bryan School of Business and Economics on May 1, 1998 and approved by Chancellor Patricia Sullivan on May 27, 1998. It was revised by the Faculty Assembly on September 24, 2004, February 18, 2005, December 1, 2006, February 25, 2011, April 27, 2012 and April 4, 2014. The revisions were approved by Chancellor Brady on May 22, 2012 and on April 29, 2014. This version was approved by Chancellor Franklin Gilliam on February 28, 2018.

ARTICLE I: STATEMENT OF AUTHORITY

- Section 1. The Faculty of the Bryan School of Business and Economics, hereinafter designated as the Faculty, accepts for its guidance this Instrument of Government.
- Section 2. The Dean is the administrative head of the Bryan School of Business and Economics. The authority of the Dean derives from responsibility to the Office of the Chancellor of the University. The Dean has the authority and responsibility for ensuring the effective and efficient administration of the Bryan School, except where explicitly stated otherwise in University regulations, employing the principles and structures herein.

ARTICLE II: PURPOSE

The purpose of this Instrument of Government is to codify the means by which the Bryan School assures that there is Faculty participation in the academic affairs of the Bryan School, and in those administrative affairs that affect the academic mission of the Bryan School. This participation is to be undertaken within the appropriate administrative and faculty structure of the Bryan School. The academic affairs of the Bryan School include its programs and the teaching, learning, research, scholarship, creative activity and services that support them.

ARTICLE III: BASIC STRUCTURE

- Section 1. The Faculty Assembly shall be the main body for faculty governance. Standing Committees shall be the major bodies of the Faculty Assembly.
- Section 2. The Standing Committees shall be responsible to the Faculty Assembly.
- Section 3. If any positions on the Standing Committees are not filled for any reason, these bodies may still function, conditional upon quorum requirements.
- Section 4. Each department shall establish a governance structure in accordance with the provisions of the *Code of the University of North Carolina*, the *Regulations on Academic Freedom, Tenure and Due Process* and this Instrument of Government.
- Section 5. The organizational structure of the Bryan School is shown in Appendix I. Appendix I may be modified by the Faculty Assembly, pursuant to University regulations and procedures without requiring modification of this Instrument of Government.

- Section 6. The Dean may establish administrative positions, offices and committees consisting of appointed administrative and faculty members as needed to administer the Bryan School.
- Section 7. The charge and composition of the Standing Committees are described in Appendix II. Appendix II may be modified by the Faculty Assembly, pursuant to University regulations and procedures without requiring modification of this Instrument of Government.

The following definitions apply for the purposes of this document.

- Standing Committee refers to the Faculty Executive Committee (FEC), Promotion and Tenure (P&T), Master of Business Administration (MBA) Program Committee, Undergraduate Program Committee (UPC), Graduate Program Committee (GPC), Teaching/Learning and Research.
- Membership in the Graduate Faculty is determined by the UNCG Graduate Office, as defined in the Graduate Faculty Appointment Policy.
- Faculty refers to those holding the rank of Professor, Associate Professor, Assistant Professor, Instructor, Lecturer or staff whose main responsibility is teaching, as defined in the UNCG Faculty Handbook.
- School-wide refers to any action affecting more than one department in the Bryan School.

ARTICLE IV: THE FACULTY ASSEMBLY

- Section 1. The Faculty Assembly shall be the main body of faculty governance in the Bryan School of Business and Economics at The University of North Carolina at Greensboro.
- Section 2. The duties, responsibilities and authority of the Faculty Assembly shall be:
- a. the legislative body of the faculty;
 - b. to approve the charge, practices, and procedures of the Standing Committees;
 - c. to approve academic programs and their requirements and to act upon recommendations from the Standing Committees, as prescribed in Appendix II, and the Master of Business Administration Program Assembly, as prescribed in Appendix IV. The Faculty Assembly retains approval authority for Standing Committee and MBA Program Assembly recommendations but may delegate that authority as prescribed in the charge, practices and procedures of the Standing Committees and the MBA Program Assembly; and
 - d. to counsel the administration of the Bryan School (See Appendix I) upon any matters that the administration may wish to present and to act upon any matters presented by the administration when action is appropriate.
- Section 3. Except for graduate program and promotion and tenure action items, the voting membership of the Faculty Assembly shall consist of faculty members with full-time appointments within the Bryan School of Business and Economics, including those with the rank of Professor, Associate Professor, Assistant Professor, Instructor or Lecturer. The voting membership for graduate program action items will be limited to faculty holding Graduate Faculty membership. The voting membership for promotion and tenure action items will be limited to tenured faculty. Emeritus members of the faculty shall hold non-voting Faculty Assembly membership.

- Section 4. Faculty Assembly meetings shall use parliamentary procedures and be governed by the latest edition of Robert's Rules of Order.
- a. The Faculty Assembly shall hold no fewer than two (2) regular meetings each fall and spring semester. The Chair of the Faculty Executive Committee, in consultation with the Dean, shall determine the time, place and the date of its meetings.
 - b. The Chair of the Faculty Executive Committee (or a temporary replacement designated by the Chair) shall serve as the presiding officer of the Faculty Assembly.
 - c. Agenda for meetings of the Faculty Assembly shall be prepared by the Chair of the Faculty Executive Committee in consultation with the Dean, Department Heads, Standing Committee Chairs, Administrative Committee Chairs, Program Chairs and other faculty members, and it shall be distributed not less than five (5) working days prior to the scheduled meeting. In the absence of such distribution, issues in question may be discussed but they may not be brought to the Faculty Assembly for action.
 - d. At all Faculty Assembly meetings, a quorum shall consist of a majority (50% plus one) of the voting members of the Faculty Assembly. There shall be no absentee or proxy voting.
 - e. Special meetings may be called at the discretion of the Chair of the Faculty Executive Committee or by a written request to the Chair of the Faculty Executive Committee from any ten (10), or more, voting members of the Faculty Assembly. Special meetings shall be announced at least two (2) weeks prior to the meeting, and it shall otherwise be subject to the same rules governing agenda, notification and quorum as pertain to regular meetings.
 - f. The Chair of the Faculty Executive Committee shall appoint a Parliamentarian before the end of each spring semester to serve during the next academic year. The Parliamentarian shall advise the Presiding Officer of procedures and rules at Faculty Assembly meetings.

Section 5. Gallery and speaking privileges at Faculty Assembly meetings may be extended by the Presiding Officer of the meeting. The Faculty Assembly may go into executive session at any meeting by a majority vote (50% plus one) of Faculty Assembly members present and voting. Only members of the Faculty Assembly may be present when the Faculty Assembly is in executive session.

ARTICLE V: COMMITTEES

Section 1. To carry on Faculty Assembly responsibilities and commitments, two types of committees shall be formulated from the membership of the Faculty Assembly. Standing Committees and Ad-Hoc Committees not dealing with personnel matters shall be called upon regularly to report their activities. Standing Committees shall submit annual reports to the Dean in accordance with Appendix II. Annual reports of Ad-Hoc Committees shall be submitted to the Dean upon request. Committee reports calling for action by the Faculty Assembly shall be distributed to all members of the Faculty Assembly with the agenda of the meeting at which such action will be considered.

There are several Standing Committees of the Faculty Assembly that facilitate the work of the Bryan School. Standing Committees may be created or dissolved by action of the Faculty Assembly upon recommendation of the Dean, or upon its own volition. All the committees report to the Faculty Assembly in accordance with Appendix II. The composition of the membership on Standing Committees shall consist of elected faculty and ex-officio members as described in Appendix II. The charge of each committee is included in Appendix II. Each committee must also define, in writing, the practices and procedures under which it operates. These practices and procedures will be included as part of the By Laws of this Instrument of Government. The Standing Committees may create Subcommittees and appoint members to these Subcommittees as needed to carry out their responsibilities. The term of such Subcommittee appointments would normally be on an annual basis.

Ad-Hoc Committees may be created, and membership will be elected at any regular or special meeting of the Faculty Assembly. Alternatively, Ad-Hoc Committees may be created, and membership appointed by the Dean or Standing Committee Chairs at their discretion. Faculty Assembly motions to establish Ad-Hoc Committees must specify the charge, number of members, term of office, and convener. The term of such Ad-Hoc Committee appointments would normally be on an annual basis.

Section 2. The Standing Committee structure, composition and method of selection are shown in Appendix II. Appendix II may be modified in accordance with Section I without requiring modification of this Instrument of Government.

ARTICLE VI: AMENDMENTS AND CONTINUING REVIEW

Amendments to the Instrument of Government shall be submitted to the Faculty Assembly by the Chair of the Faculty Executive Committee. The Dean, Standing Committee Chairs or any Faculty Assembly member may initiate amendments by submitting the proposed change(s) in writing to the Faculty Executive Committee for review and submission with recommended action to the Faculty Assembly for consideration. The Faculty Assembly may act on amendments at the next scheduled Faculty Assembly meeting, provided that all members of the Faculty Assembly shall have received a copy of the amendment at least ten (10) days prior to the Faculty Assembly meeting. For the purposes of voting on amendments to the Instrument of Government, a quorum shall consist of one-half of the present members plus one of the Faculty Assembly. Amendments must receive the approval of two-thirds of the Faculty Assembly members present and voting.

Once every three years, or as necessitated by restructuring or other changes within the University or Bryan School, the Faculty Executive Committee shall review the Instrument of Government to identify desirable revisions. The results of the review shall be reported to the Faculty Assembly and, as appropriate, revisions proposed for action by the Faculty Assembly.

ARTICLE VII: ADOPTION OF THIS INSTRUMENT OF GOVERNMENT

This Instrument of Government shall become effective upon its adoption by the existing Faculty Assembly by two-thirds vote of the Faculty Assembly members present and voting; and approval of the Chancellor subject to the powers of the Board of Trustees, the President of the University and the Board of Governors.

APPENDIX I
ORGANIZATIONAL STRUCTURE OF FACULTY GOVERNANCE
OF THE BRYAN SCHOOL

This Appendix was amended by the Faculty Assembly on April 15, 2011, August 19, 2011, April 27, 2012, January 20, 2016 and January 26, 2018.

Faculty governance functions within the following organizational structure of the departments, program assemblies and committees of the Bryan School, which are listed below.

Departments:

- Department of Accounting and Finance
- Department of Consumer, Apparel and Retail Studies
- Department of Economics
- Department of Information Systems and Supply Chain Management
- Department of Management
- Department of Marketing, Entrepreneurship, Hospitality and Tourism

Committees:

- MBA Program Committee
- Undergraduate Program Committee
- Faculty Executive Committee
- Committee on Promotions and Tenure
- Committee on Teaching and Learning Enhancement
- Committee on Research
- Graduate Programs Committee

Program Assembly:

- MBA Program Assembly

The seven committees are standing committees of the Faculty Assembly (see Appendix II). The MBA Program Assembly shall serve as the deliberative body of the Faculty Assembly for MBA program matters. In addition, there may be at any time various other agencies in existence in the Bryan School, such as specialized administrative offices, professional organizations, research and/or outreach centers and/or guest organizations that may or may not operate as part of the formal organization of the Bryan School.

Departments shall be created, and Department Heads shall be appointed, serve and have responsibilities, according to University guidelines. These guidelines are stated in *Guidelines on the Creation and Dissolution of Academic Departments* (July 2015) and *Administrative Guidelines for the Appointment, Duties and Evaluation of Department Heads* (July 2015), which is available on the Provost's web page at <https://provost.uncg.edu/policies-procedures-forms/>

School-wide academic program committees shall be created and have responsibilities and authority defined by the Faculty Assembly as detailed in Appendix II. Chairs of these committees will be appointed or elected, serve and have responsibilities as described in Appendix II. The MBA Program Assembly shall be created and have responsibilities and authority as defined by the Faculty Assembly, which is described in Appendix IV.

Centers shall be created; and Directors of the centers shall be appointed, serve and have responsibilities according to University of North Carolina system guidelines.

The administration of the Bryan School consists of the Dean, Department Heads and other

administrative officers of the Bryan School, such as the Associate Dean, the Assistant Dean, the Director of Development, the Undergraduate Program Director, the MBA Program Director, and Center Directors.

The administrative officers, other than the Dean, shall have duties and responsibilities determined by the Dean. These duties and responsibilities shall be consistent with the Bryan School's Instrument of Government and the rights and obligations of the Faculty.

**APPENDIX II
STANDING COMMITTEES OF THE BRYAN SCHOOL
OF BUSINESS AND ECONOMICS**

This Appendix was amended by the Faculty Assembly on May 3, 2011, April 27, 2012, April 4, 2014 and January 26, 2018.

The present standing committees of the Bryan School faculty are listed below.

- Faculty Executive Committee
- Committee on Promotions and Tenure
- MBA Program Committee
- Undergraduate Program Committee
- Committee on Teaching and Learning Enhancement
- Committee on Research
- Graduate Programs Committee

To provide greater continuity for Standing Committees, the following structure will be followed for the election of members and Committee Chairs.

1. By February 15th of each year, departmental representatives for each committee must be reported to the current Chair of the Faculty Executive Committee. A form will be created for each Department Head to complete and return by that date.
2. By March 1st of each academic year, the Faculty Assembly will vote to elect the members of the MBA Program Committee.
3. By March 1st of every other academic year, the Faculty Assembly will vote to elect the incoming Chair of the Faculty Executive Committee.
4. By March 1st of every academic year when necessary, the Faculty Assembly will vote to elect the incoming non-tenure track representative of the Faculty Executive Committee.
5. Excluding the Faculty Executive Committee, the current membership of each Standing Committee will elect an incoming Chair of that committee from the eligible incoming membership by March 15th.
6. Members of the Faculty Executive Committee will elect a Vice Chair by March 15th.

Bryan Faculty Assembly Committee Membership and Selection Rules Departmental (Dept.) Faculty Representatives (Rep.)					
Committee	Dept. Rep. Qualifications	Selection Method of Dept. Rep.	Term	Chair	Selection of Chair
Faculty Executive Committee	Tenured faculty member	Dept. election	Three years	At large	Faculty Assembly election
P&T	Tenured faculty member	Dept. election by tenured faculty	Two years	Dept. Rep.	Committee elects
MBA Program	Full-time(FT) /MBA Assembly member	Faculty Assembly election	Three years	Dept. Rep.	Committee elects*
UPC	FT faculty member	Dept. election	Three years	Dept. Rep.	Committee elects*
Teaching/Learning	FT faculty member	Dept. Head selects	Three years	Dept. Rep.	Committee elects*
Research	FT faculty member	Dept. Head selects	Three years	Dept. Rep.	Committee elects*
GPC	Graduate faculty member	Dept. and MBA Program Committee elected by graduate faculty member members	Three years	Dept. or MBA Program Rep.	Committee elects**

*Election of Chair includes voting members who are not departmental reps.

** Election of Chair excludes voting members who are not departmental reps.

Except as noted in the bylaws of individual committees below, the following rules of committee operation shall apply.

Committee membership

Committees shall generally be open to all members of the Faculty Assembly and, where appropriate, to alumni and/or students admitted to the Bryan School. Committee membership shall be for terms of three (3) years, except for Promotion and Tenure members which serve two (2) years. The terms should be staggered to the extent that committee size and any resignations permit.

Definition of Quorum

A quorum shall consist of a majority (50% plus one) of all committee members eligible to vote.

Committee Voting

All members of a committee shall be eligible to vote on matters before it, unless otherwise specified in this document.

Committee Actions Not Requiring Confirmation of Bryan School Faculty

All committee actions not specifically listed under “Committee Actions Requiring Confirmation of Bryan School Faculty” shall be considered to be approved by the Faculty Assembly.

Committee Actions Requiring Confirmation of Bryan School Faculty

Any changes to the committee’s bylaws must be confirmed by the Faculty Assembly. Committee recommendations for consideration by the Faculty Assembly, with the exception of the Promotion and Tenure Committee, shall be reported to the Dean and the Chair of the Faculty Executive Committee for inclusion as an action item in the agenda of the next meeting of the Faculty Assembly.

Consecutive Terms

Faculty can serve consecutive terms on any committee, as well as serve as Committee Chair consecutive terms, except when other qualifying faculty are available and desire to serve.

Required Record Keeping for Meetings and Actions

Each committee shall keep a record of all meetings and actions taken, and they must make the record available for review by any member of the Faculty Assembly. The Chair shall have the responsibility for insuring records are properly kept.

Required Annual Report

Each committee will prepare and distribute to the FEC a summary report of the actions taken and recommendations of the committee no later than one week prior to the final scheduled meeting of the Faculty Assembly in the spring of each academic year.

Section 1: Bylaws of the Faculty Executive Committee

Committee Charge

Development and implementation of the mission, programs and policies that drive the Bryan School require a strong faculty voice working in collaboration with Bryan School administration. To that end, the Faculty Executive Committee is charged to:

1. provide advice to and consult with the Dean on policy and administrative deliberations (mission-driven activities, budgetary and financial matters, strategic planning, etc.) as representatives of the Faculty;
2. serve as the formal point of information acquisition and dissemination for Faculty ideas and concerns related to the mission, programs, policies and operations of the Bryan School;
3. refer items of interest and concern to other committees and/ or to administrative personnel;

4. collecting and archiving committee annual reports;
5. act on behalf of the Faculty Assembly or Standing Committees in emergency situations that would preclude the Faculty Assembly or Committees acting in a timely manner;
6. conduct elections for University committees; and in cooperation with Department Heads, make appointments to University committees as needed, in accordance with Appendix III; these appointments should be completed by April 1st of previous academic year; and
7. prepare an annual *Executive Committee Report to the Faculty* detailing the major activities addressed during the academic year (including an enumerated list of items referred to other committees and the disposition of those items), and an assessment and recommendations regarding the structure and practice of faculty governance within the Bryan School. The report should be disseminated to all faculty members and staff no later than April 1st of each year.

Committee Membership and Method of Selection

Membership shall consist of a Chair elected at large, one lecturer elected at large and one representative of each department. Departmental representatives shall be tenured faculty members elected by the faculty of their departments. Associate Deans, Department Heads and Program Directors who report directly to the Dean shall not be eligible. All members, except the Chair, will hold staggered terms of three years.

The Chair of the Faculty Executive Committee shall be a tenured faculty member elected at large by the Faculty Assembly by March 1st. The Chair shall serve a term of two years. He or she shall (1) chair the meetings of the Faculty Assembly, (2) serve as an ex-officio member of the Bryan Leadership Committee, (3) serve as Bryan School representative on the Faculty Senate's Committee on Committees and (4) conduct elections for all University-level committee vacancies for the following academic year by December 1. The Vice Chair shall be a tenured faculty member elected to serve a one-year term, and they will complete tasks assigned by the Chair.

Committee Actions Requiring Confirmation of Bryan School Faculty

Any recommendations of the Committee that change the Instrument of Government of the Bryan School, the rules governing elections within the Bryan School, previously enacted resolutions of the Faculty Assembly or which change the mission, goals or direction of the School shall be brought before the Faculty Assembly for confirmation.

Committee Meeting Requirements

The Committee shall meet no less than four (4) times per academic year. The first meeting must occur no later than one month after the opening date of the fall semester.

Section 2: Bylaws of the Committee on Promotions and Tenure

Committee Charge

The Committee on Promotions and Tenure is responsible for evaluating Bryan School faculty and making recommendations to the Dean regarding promotion and tenure decisions. The Committee shall operate in compliance with policies regarding promotions and tenure as established in the latest versions of the following documents.

1. *The Code of the University of North Carolina*;
2. "The Promotions and Tenure Guidelines" from *the Handbook for Faculty*;

3. "Regulations on Academic Freedom, Tenure, and Due Process" from *the Handbook for Faculty*;
4. *University Promotions and Tenure Guidelines*;
5. *University-Wide Evaluation Guidelines for Promotions and Tenure*; and
6. *Bryan School Promotions and Tenure Guidelines*.

Committee Membership and Method of Selection

Membership shall consist of one faculty representative from each department of the Bryan School. The faculty representatives will be elected by the tenured faculty of their departments to serve a two-year term. Faculty members holding the rank of Professor or tenured Associate Professor are eligible. It is preferred that Professors serve on the Committee, but circumstances that limit the participation of Professors on the Committee may arise. In such cases, tenured Associate Professors are eligible to serve on the Committee and have full voting rights for evaluating candidates for promotion to the rank of Associate Professor or Professor and/or for tenure. A candidate's Department Head may appoint a second representative in the candidate's area of expertise to present the candidate's case during the information-gathering phase of the P&T deliberative process. The appointed representative does not participate in the deliberative or voting phases.

If a member of the Committee is unable to serve, the tenured faculty of that member's department shall elect another tenured faculty member, preferably a full Professor to represent the department.

The Committee will elect a Chair from among its members.

Committee Actions Requiring Confirmation of Bryan School Faculty

Changes to the *Bryan School Promotions and Tenure Guidelines* will become effective only after the Faculty Assembly approves them.

Definition of a Quorum

A quorum shall consist of one hundred percent of the committee (100%) in matters pertaining to the evaluation of candidates for promotion and/or tenure. For non-evaluative issues, a quorum shall consist of two-thirds (67%) of the Promotion and Tenure Committee.

Rules for Conducting Votes on Recommendations Regarding Promotion and Tenure Committee meetings shall be closed but otherwise conducted according to the most recent edition of *Robert's Rules of Order*. The votes on recommendations regarding Promotion and Tenure will be cast on anonymous written ballots. The Chair will select two members to tally the ballots. The chair will announce the results of the voting to the members upon tabulation of the votes.

Rules for Notification of Meetings and Setting of Agendas

The Committee shall convene to evaluate candidates for promotion and/or tenure at times consistent with the University deadlines regarding the forwarding of recommendations to the Provost's Office. The Committee shall convene at other times according to the general guidelines of Appendix II to conduct non-voting business as needed.

Section 3: Bylaws of the MBA Program Committee

Committee Charge

The MBA Program Committee shall serve as the deliberative body of the Faculty Assembly responsible for:

1. formulating the mission of the MBA Program;
2. formulating the Program's goals and objectives; and
3. in cooperation with Department Heads and the Committee on Teaching and Learning Enhancement, utilizing assessment results to ensure continuous improvement in the execution of the MBA Program by:

- a. monitoring the effectiveness of the MBA Program in carrying out its instructional mission;
- b. within the MBA Program, approving all new courses, substantive changes to existing courses, graduate certificate programs, and changes in program requirements;
- c. approving MBA admission and retention policies and procedures;
- d. hearing MBA student appeals related to Program and Graduate School policies and regulations;
- e. reviewing plans, policies and procedures for co-curricular activities;
- f. monitoring the effectiveness of MBA academic advising; and
- g. monitoring MBA orientation and registration.

Committee Membership and Method of Selection

Membership shall consist of:

1. the MBA Program Director;
2. six faculty members;
3. one student;
4. one alumnus or alumna;
5. the Associate Dean responsible for graduate programs; and
6. the Associate Director of Student Services for the MBA Program.

The MBA Program Director shall be appointed by the Dean in consultation with committee members. The six faculty members will be elected at-large by the Faculty Assembly in accordance with the procedures of Appendix III. Elected faculty members will be voting members of the MBA Program Assembly who are full-time and who teach regularly in the MBA Program. Faculty members will serve staggered three-year terms and may be re-elected. The Director of the MBA Program will submit the names of prospective student and alumni members. The faculty members will vote on membership of student and alumni candidates. The Associate Dean responsible for graduate programs and the Associate Director of Student Services for the MBA Program shall serve as non-voting ex-officio members. The Chair of the MBA Program Committee will be elected from the six faculty members of the committee.

Standing Subcommittees

The Committee shall operate through two standing Subcommittees - the Curriculum Subcommittee and the Admissions Subcommittee. In addition, upon the recommendation of the majority (50% plus one) of the voting members of the MBA Program Committee, the Director of the MBA Program may appoint Ad-Hoc Subcommittees or task forces as needed. The composition and charge of each standing Subcommittee are:

Curriculum Subcommittee: This Subcommittee shall consist of three faculty members, a student representative, and an MBA alumni representative. It will be responsible for reviewing all revisions of existing courses, new/amended course proposals, changes to requirements of the MBA Program, post-baccalaureate/post-masters certificate programs and recommending action to the full Committee. The Subcommittee will also be responsible for formulating the Program's educational objectives and formulating the processes for monitoring their achievement.

Admissions Subcommittee: This Subcommittee shall consist of three faculty representatives and shall be responsible for the following aspects of the MBA Program and its related graduate certificate programs: (1) formulating admissions guidelines, (2) formulating continuing eligibility requirements and (3) assisting the Program Director and/or Associate Director in making admissions decisions. In addition, the

Subcommittee will hear student appeals regarding reinstatement into the Program after a student has been declared academically ineligible.

The MBA Program Committee will elect the Subcommittee Chairs from the six faculty representatives. Once constituted, the Subcommittees shall establish a meeting schedule to discharge their responsibilities. In the event that a committee member goes on leave, the Chair of the MBA Program Committee will appoint a replacement for the leave period.

Committee Actions Requiring Confirmation by the MBA Program Assembly

Substantive changes to: (1) the Program's mission, goals or objectives, (2) program requirements, (3) admissions guidelines or (4) continuing eligibility requirements will become effective only after the MBA Program Assembly approves them. Refer to the Instrument of Government of the MBA Program Assembly.

Rules for Conducting Votes

Committee meetings shall be conducted according to the most recent edition of *Robert's Rules of Order*. All meetings of the Committee shall be open to any Faculty Assembly member. Speaking privileges at meetings are specifically granted to any member of the MBA Program Assembly and to others at the discretion of the chair.

Adoption or amendment of the Program's Instrument of Government shall require the approval of at least two-thirds of the voting members present. Other actions of the Committee or any of its Subcommittees may be approved by a majority (50% plus one) of those present.

Curriculum proposals may originate with any MBA Program Assembly member and must be acted upon within thirty days after being received by the Curriculum Subcommittee Chair. The Subcommittee will recommend either approval, approval with modification, or rejection to the full Committee. If approved by the full Committee, curriculum items will be forwarded to the Graduate Programs Committee for action.

Section 4: Bylaws of the Undergraduate Program Committee

Committee Charge

The Undergraduate Program Committee shall serve as the deliberative body of the Faculty Assembly responsible for:

1. formulating educational objectives for the common required curriculum of the Bryan School's undergraduate programs;
2. formulating and retention policies and procedures;
3. approving new or substantive changes in all undergraduate curricula in the Bryan School that have been approved by either a department curriculum committee or the Faculty Assembly; and
4. in cooperation with Department Heads and the Committee on Teaching and Learning Enhancement, utilizing assessment results to ensure continuous improvement in the execution of the Bryan School's undergraduate programs by:
 - a. monitoring effectiveness in achieving the Bryan School's undergraduate educational objectives;
 - b. monitoring effectiveness of the Bryan School's undergraduate programs (majors and concentrations); and
 - c. recommending improvements of and innovations in instructional programming.

The Committee may organize Subcommittees as necessary to conduct the Committee's business in an efficient manner. All Subcommittee actions are subject to review and approval by the full committee.

Committee Membership and Method of Selection

Membership shall consist of:

1. the Undergraduate Program Director;
2. one faculty member from each department elected by the faculty of their departments;
3. one undergraduate Bryan School student;
4. one undergraduate Bryan School alumni representative;
5. the Associate Dean responsible for undergraduate programs; and
6. the Director of the Office of Undergraduate Student Services.

The result of the vote for Chair should be communicated to Dean's Office, FEC and the Department Heads. Elected faculty members will be full-time faculty members who teach undergraduate courses on a regular basis, serve three-year staggered terms and are eligible for re-election. The alumni representative will be recommended by the Chair and approved by the Committee. The student and alumni representatives, Associate Dean and the Director of the Office of Student Services shall serve as non-voting, ex-officio members.

Committee Actions Requiring Confirmation of Bryan School Faculty

Any recommendations for changing the Bryan School's educational objectives, proposals for changing admission and retention policies and procedures, and proposals for other substantive changes in the Bryan School's undergraduate core shall be brought to the Faculty Assembly for approval.

Section 5: Bylaws of the Bryan School Graduate Programs Committee

Committee Charge

The Bryan School Graduate Programs Committee is responsible for all matters that pertain to the development, delivery and evaluation of graduate degree and certificate programs by:

1. reviewing and formulating all Bryan School plans, policies, and procedures that pertain to graduate programs such as admission, retention and appeals;
2. assisting in the administration of Bryan School plans, policies and procedures that pertain to graduate students such as assistantships, fellowships and awards; and
3. approving new or substantive changes in all graduate curricula in the Bryan School that have been approved by either a department curriculum committee, the MBA Program Assembly or the Faculty Assembly.

Creation of school-wide programs must be approved by the Faculty Assembly prior to going to the GPC. Notice must be given to the FEC Chair at time of filing a 'Request to Establish a New Degree Program' form.

Committee Membership and Procedures

The Bryan School Graduate Programs Committee shall consist of elected faculty members, serving three-year renewable terms, and the Associate Dean responsible for graduate programs. All shall be members of the Graduate Faculty. The faculty members shall be elected as follows: every year the graduate faculty of each department and the MBA Program Committee shall elect one (1) of its members to serve on the Bryan School Graduate Programs Committee for that year. In addition, the Associate Dean responsible for graduate programs shall be an ex officio, non-voting member. The committee shall operate under the following procedures.

1. The faculty chair shall preside over the meetings. The meeting agenda shall be developed by the chair in consultation with the Associate Dean.

2. All faculty members of the committee shall have voting rights on all matters. These votes may be held electronically.

Section 6: Bylaws of the Committee on Teaching and Learning Enhancement

Committee Charge

This Committee on Teaching and Learning Enhancement shall serve as the deliberative body of the Faculty Assembly responsible for supporting the continuous improvement of faculty teaching and student learning. This goal at times requires the Committee to:

1. advise the Bryan School on faculty development in the area of teaching, student learning and course evaluations;
2. support best practices for teaching and assessment of learning relevant to school-wide curricular objectives;
3. administer and make recommendations regarding the annual teaching awards and other initiatives to enhance teaching excellence and innovation;
4. serve in an advisory role to the Director of Assessment and Planning to:
 - (a) provide feedback, when needed, on the effectiveness and efficiency of the Bryan School's assessment of learning process and
 - (b) foster awareness of how program assessment (SLOs, measures and action plans) and subsequent actions lead to improvements in student learning.

Committee Membership and Method of Selection

Membership shall consist of:

1. a faculty member from each department, of which one will be elected to serve as the chair;
2. the Undergraduate Program Director or representative;
3. the MBA Program Director or representative;
4. the Associate Dean(s) responsible for undergraduate and graduate programs; and
5. the Director of Assessment and Planning or equivalent¹.

The Associate Deans and the Director of Assessment and Planning shall serve as non-voting ex-officio members. Departmental representatives shall be appointed by their Department Heads.

Section 7: Bylaws of the Committee on Research

Committee Charge

The Committee on Research is responsible for facilitating and enhancing the research of Bryan School faculty members by:

1. reviewing and formulating Bryan School plans, policies and procedures that pertain to research;
2. assisting in the administration of research-related programs, including research assignment leaves and internal grants; and
3. administering the Bryan School Annual Research Excellence Awards.

Committee Membership and Method of Selection

Membership shall consist of one faculty representative from each department, who will elect a chair from among themselves, and the Directors of all research centers of the Bryan School. All faculty representatives and Directors of research centers shall have voting rights. Departmental representatives shall be appointed by their Department Heads.

¹ Staff member appointed by the Dean to coordinate and support assessment activities. _____

APPENDIX III
GUIDELINES FOR THE CONDUCT OF
BRYAN SCHOOL ELECTIONS AND APPOINTMENTS

Bryan School Elections

Elections shall be conducted in the Bryan School to select (1) members of elected Bryan School committees, (2) Bryan School representatives to the Faculty Senate and (3) Bryan School representatives to any University committees on which the Bryan School is entitled to representation via elected members.

Elections in the Bryan School shall be conducted by the Bryan School Standing Committee to which this responsibility is designated in the Instrument of Government.

Elected Representatives

Bryan School faculty members will be notified of the openings for all elected positions at least ten days prior to an election and will be given a minimum of one week to submit nominations of themselves or others for the elected positions.

When elections are required, a slate of nominees for elected positions shall be prepared and sent to Bryan School faculty to conduct a vote to fill the positions. Elections for Bryan School elected representatives to the Faculty Senate and University committees will be held as required by the University Committee on Committees.

In the event that representatives are not elected, vacant positions shall be filled by appointment. The appointment shall be made by the Department Head when the vacancy is for a departmental representative, or it shall be made by the Dean, in consultation with the Chair of the Faculty Executive Committee, when the vacancy is for an at-large representative.

Appointed Representatives

Bryan School faculty members will be notified of the openings for all appointed committees within the Bryan School and for the Bryan School's representatives to appointed University committees at least two weeks prior to the designation of appointments, and will be given a minimum of one week to submit nominations of themselves or others for the appointed positions.

Election of Faculty Senators

The procedures stated here are extensions of the provisions governing the Faculty Senate as specified in the *Constitution of the Faculty*, Article III, The Faculty Senate.

At least ten (10) working days prior to the date specified by the Faculty Senate for election results to be submitted, nominations for the Faculty Senate from the Bryan School shall be solicited from Bryan School members of the Faculty.

Bryan School members of the Faculty may nominate themselves or other Bryan School members of the Faculty.

Each nomination shall be supported by at least two voting members of the Faculty of the Bryan School who sign a nomination form. The candidate should indicate his/her consent to run.

The designated committee shall determine the eligibility of each nominee based on the Constitution of the Faculty.

The designated committee shall then conduct the election by written ballot. It shall certify the results of the election and notify the candidates and other members of the Faculty of the results.

In the event of a temporary vacancy on the Faculty Senate or on a University committee, the designated committee shall appoint a member of the Faculty of the Bryan School to fill that position. In the case of a permanent withdrawal from the Faculty Senate or a University committee of a Bryan School representative, the designated committee shall conduct a special election following the procedures outlined above.

APPENDIX IV
INSTRUMENT OF GOVERNMENT OF THE
MBA PROGRAM ASSEMBLY

Article I. The MBA Program Assembly shall be the main body of faculty governance for the MBA program in the Bryan School of Business and Economics at The University of North Carolina at Greensboro. The MBA Program Assembly shall serve as the deliberative body of the Faculty Assembly for MBA program matters.

Article II. The duties, responsibilities, and authority of the Assembly shall be to approve:

- a. the Program's mission, goals or objectives;
- b. program requirements;
- c. admissions guidelines; and
- d. continuing eligibility requirements.

Article III. The voting membership of the Assembly shall consist of faculty members who: (a) have faculty appointments within the Bryan School of Business and Economics, and (b) are regular members of the Graduate School faculty or are adjunct members of the Graduate School faculty currently eligible to teach in the MBA program.

Article IV. Gallery and speaking privileges at Assembly meetings may be extended by the presiding officer of the meeting. The Assembly may go into executive session at any meeting by a majority vote (50% plus one) of Assembly members present and voting. Only members of the Assembly may be present when the Assembly is in executive session.

Article V. Assembly meetings shall use parliamentary procedures.

- a. The Assembly shall hold no fewer than one (1) regular meeting each fall and spring semester. The Chair of the MBA Program Committee will determine the time, place and the date of any other meetings.
- b. The Chair of the MBA Program Committee shall serve as Chair of the MBA Program Assembly. In the absence or incapacity of the Chair, any member of the MBA Program Committee designated by the Chair shall preside.
- c. Agenda for meetings of the Assembly shall be prepared by the Chair of the MBA Program Assembly in consultation with members of the MBA Program Committee and shall be distributed not less than five (5) working days prior to the scheduled meeting. In the absence of such distribution, issues in question may be discussed but they may not be brought to the Assembly for action.
- d. At all Assembly meetings a quorum shall consist of members present at the meeting. There shall be no absentee or proxy voting.
- e. Special meetings may be called at the discretion of the Chair of the MBA Program Assembly, or by a written request to the Chair of the MBA Program Assembly from any five (5), or more, voting members of the Assembly. Special meetings shall be subject to the same rules governing agenda, notification and quorum as pertain to regular meeting.

