

**RULES OF ORGANIZATION AND OPERATIONS**

**of the**

**SCHOOL OF BUSINESS AND ECONOMICS**  
**UNIVERSITY OF WISCONSIN - STEVENS POINT**

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**RULES OF ORGANIZATION AND OPERATIONS  
of the  
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UNIVERSITY OF WISCONSIN - STEVENS POINT**

The following are the approved Rules of Organization and Operations for the School of Business and Economics, University of Wisconsin - Stevens Point. These rules are general guidelines that apply to the majority of situations; they are not rigid directives intended to cover every situation. The SBE expects that policies will develop over time to cover situations not contemplated by the rules. These policies will develop based on the best judgment of the SBE Head with advice and consent of the Executive Committee and the consent of the SBE faculty as a whole as necessary. These rules are in conformity and consistent with the UWSP Faculty Handbook, and the guidelines of the Chancellor, Vice Chancellor and Dean CPS.

**I. DEFINITIONS**

- A. Faculty. A person with an appointment as Assistant, Associate or Full Professor, tenured or non-tenured. Each faculty member will be assigned to one Curricular Area.
- B. Staff
  - 1. Academic Staff - Teaching. A full or part-time person with a teaching appointment as Associate Lecturer, Lecturer or Senior Lecturer. Each Teaching Academic Staff will be assigned to one Curricular Area.
  - 2. Academic Staff - Non-teaching. A full or part-time person whose duties and title are prescribed for specific academic support positions. Unless specifically exempt, all Non-teaching Academic Staff report to the School Head.
  - 3. Classified Staff (FTE/LTE). Support personnel, e.g. Program Assistant or secretary, whose duties are normally administrative and clerical in nature. Unless specifically exempt, all Classified Staff report to the School Head.
  - 4. Curricular Area. The three Curricular Areas are Business Administration, Economics and Accounting. All faculty and teaching academic staff will be assigned to only one Curricular Area although they may teach in one or more Curricular Areas.

**II. ORGANIZATION, MEETINGS, AND VOTING MEMBERSHIP**

- A. Curricular and Administrative Organization
  - 1. The School of Business and Economics is organized by curricular area, e.g. Business Administration, Economics and Accounting. There are collateral activities, e.g. the School of Business and Economics Student Advising Center (SBESAC), the Central Wisconsin Economic Research Bureau (CWERB), the Center for Economic Education (CEE) as well as activities supported by the School of Business and Economics.
  - 2. Selection of School Head

- a. School of Business and Economics Head: the Head of the School of Business and Economics is the chief administrative officer whose sole responsibility is the School of Business and Economics as a whole. The SBE Head serves at the pleasure of the CPS Dean.
  - b. The School Head must be a tenured School faculty member of Associate Professor rank or higher and shall serve a three-year term. At least one semester prior to the end of each term, the incumbent will indicate whether he or she has a desire to continue for a subsequent term. An affirmative response will require a vote of confidence by School faculty with a majority vote indicating a positive recommendation to the Dean for continuation. All college requirements for the evaluation of the School Head will be followed.
  - c. At the request of the School Head or upon a vote of no confidence by School faculty, a search committee will be elected by the faculty. This committee will make one of three recommendations to the Dean.
    - 1) After soliciting nominations from the faculty, select a candidate from within by a majority vote and by secret ballot. The nominee must receive a majority vote of the School faculty.
    - 2) If the procedures in b. and c.1. above do not produce a specific recommendation, a request will be made to appoint an Acting School Head for a period not to exceed one year following the term of the incumbent. The nominee for Acting School Head must receive a majority vote of School faculty. Should the School fail to select an Acting School Head, the CPS Dean will designate an Acting School Head until a School Head is selected.
3. Responsibilities of the School Head acting with appropriate faculty committees, include, but are not limited to:
- a. Leadership of the School.
  - b. General operation of the School: administrative, budgetary and academic support.
  - c. Administration of the strategic planning process
  - d. Maintenance of records: administrative, academic and personnel.
  - e. Class scheduling.
  - f. Although the SBE's faculty have ultimate authority over its curriculum, the SBE Head has responsibility for curricular oversight with the advice and consent of the appropriate curricular area and the faculty of the School of Business and Economics.
  - g. Assignment of administrative, research and teaching loads in consultation with Curricular Area representatives.
  - h. Oversee required evaluations of the faculty and staff.
  - i. Ex officio member and advisor to the appropriate Personnel Committees.
  - j. In consultation with the Personnel Committee, the SBE Head makes independent recommendations with respect to retention, tenure and promotion.
  - k. Representing the School within and outside the University.
  - l. SBE liaison with the Business Advisory Council.
  - m. Fundraising and other donor relations on an as-needed basis.
  - n. Calling and chairing School Faculty meetings.
  - o. Report to the faculty at the beginning of each academic year School expenditures for the previous fiscal year and present a proposed budget for the current fiscal year.
  - p. General management of SBE's finances.
  - q. Report to the faculty on internal and external matters that affect the School.

- r. Recruiting faculty and staff in concert with appropriate faculty recruiting committees.
- s. During scheduled absences, the School Head will designate a member of the Executive Committee (typically, the Executive Committee Chair) to act on emergency matters.
- t. Assignment of office space will be made with the goal of placing new, probationary, tenure-track faculty with the majority of other faculty. In order to accomplish this, office reassignments may be done by the School Head in consultation with the Executive Committee and the dean of the college.

Although some of these responsibilities may be delegated to curricular areas or to individual faculty members, the ultimate responsibility for these duties rests with the School of Business and Economics Head.

- 4. Curricular Area Representative. A tenured associate or full professor shall be elected to serve as the Curricular Area Representative for each of the curricular areas.
  - a. Election Procedures. Business Administration and Accounting will hold elections in April of odd numbered years. Economics will hold elections in April of even numbered years. Members eligible to vote include the faculty assigned to each respective curricular area. The decision will be by majority vote. Ballots will be secret with individual ballots subject to review by any member of the voting faculty within twenty-four hours of the vote being announced.
  - b. Representatives will serve terms of two years.
  - c. Newly elected representatives will commence their duties in May.
  - d. Duties of the representatives shall include, but not be limited to:
    - 1) Serving as the Curricular Area's representative on the Executive Committee.
    - 2) Developing the initial class schedule for the area.
    - 3) Performing the assessment for the area.
    - 4) Calling and chairing area meetings.
    - 5) Other duties as requested by the School Head or the area faculty.

#### B. Organizational Structure

- 1. The Personnel Committee is a standing committee of the School. The Personnel Committee is composed of faculty tenured in the School. Faculty on Sabbatical or Leave Without Pay will be voting members only if present at the time of a particular vote. Emeritus or retired faculty are not members of the Committee. The School Head will serve as Committee Chair (nonvoting). The Chair will appoint a Recorder for each retention, tenure, promotion or other decision on which the School Head must render a separate decision. In those cases where the School Head is under consideration an interim chair will be elected by the committee.
- 2. The Executive Committee consists of five members of the full time faculty: a Curricular Area representative from each of the three curricular areas; one member elected at large, any rank, tenured or not tenured; and, the School Head.

The purpose of the Executive Committee is to advise the School Head and facilitate communications between the School administration and the School faculty. The Committee will meet at least monthly during the regular academic year and as required otherwise.

- a. Selection. Elected members will normally serve for not more than three consecutive terms as either a Curricular Area and/or the At Large Representative.

- 1) Curricular Area Representatives will be elected as described above. The At-large representative will be elected in April of even numbered years by a majority vote of the faculty. Ballots will be secret with individual ballots subject to review by any member of the voting faculty within twenty-four hours of the vote being announced.
  - 2) Newly elected members will commence duties during the regularly scheduled May meeting. A Chairperson for the next year will be elected by the executive committee members during this meeting and commence duties immediately.
- b. The Executive Committee May:
- 1) Review the budgeting and expenditure of all School resources, including GPR and Foundation accounts.
  - 2) Monitor the performance of the School Head and other School administrative personnel.
  - 3) Participate with the School Head in managing relations between the School and other University entities, and
  - 4) Collaborate with the School Head in strategic planning.
  - 5) Perform other duties as requested by the University administration, School Head, or School faculty.
3. The Business Administration Area consists of all full time members of the Business Administration faculty. This committee shall recommend changes in the Business Administration major, minor and/or Areas of Concentration, business course descriptions or prerequisites, new business courses, and business course sequences, etc.
  4. The Economics Area consists of all full time members of the Economics faculty. This committee shall recommend changes in the Economics major and minor, economics course descriptions or prerequisites, new economics courses, and economics course sequences, etc.
  5. The Accounting Area consists of all full time members of the Accounting faculty. This committee shall recommend changes in the Accounting major, accounting course descriptions or prerequisites, new accounting courses, and accounting course sequences, etc.
  6. The Merit Committee consists of three individuals, one from each Curricular Area, appointed annually in May by the School Head. At least one member of the committee shall be tenured. This committee shall recommend for faculty approval and then administer the faculty and teaching academic staff merit process whereby the School recommends merit salary awards as set forth in the University Handbook and/or supplemental instructions of the university administration. Procedures for the Merit process, which include merit balloting, are on file with the School Head's Office.
  7. The Awards and Recognition Committee consists of at least three faculty members, including the Internship Director and one from each Curricular Area, appointed annually in May by the School Head. This committee shall recommend for School approval student and faculty scholarship, leadership and other award recipients as well as nominees for outstanding faculty awards. An advisory referendum will be held at the same time as merit balloting. Procedures followed by the Awards Committee are on file with the School Head's Office.
  8. The Curriculum Committee consists of SBE Head and three faculty members, one from each Curricular Area, appointed annually in May by the members of the curricular areas. This committee shall recommend for Area and School approval changes to the academic curriculum.

9. The Admissions, Advising and Retention Committee consists of SBE Head, The SBE Assistant Dean for Students, the Area Coordinator from each Curricular Area and the SBE Advising Director, who serves as a non-voting member. This committee shall review and decide on applications for admission to the majors, removal from the majors for reasons of academic misconduct or failure to maintain academic standards, appeals of previous committee decisions and recommend for School approval changes to the admissions policy and procedure. They shall establish and review policy for academic advising of our majors. They are also responsible for managing and reporting in student retention related issues.
10. The Assessment Committee consists of the Director of Assessment and three faculty members, one from each Curricular Area, appointed annually in May by the members of the curricular areas. This committee shall manage the design and implementation of the SBE assessment process, including data collection and reporting.
11. The Rules committee consists of five to nine members of the SBE's full time faculty. The SBE School Head will appoint rules committee members.
  - a. Composition. Committee membership appointments will attempt to meet the possibly conflicting objectives of maintaining historical continuity, incorporating new viewpoints and adjusting to the changing business and academic environment.
    - 1) Each curricular area must be represented
    - 2) Junior faculty must be represented
    - 3) The current and all previous School Heads/Division Chairs are expected to serve as members
    - 4) The committee will select one of its members as its chair; typically, this will not be the SBE Head.
    - 5) The committee will designate a committee member as its documentarian.
    - 6) One committee member may represent two constituencies. For example, a committee member from business may also represent junior faculty simultaneously.

The committee will meet at a minimum of once every 5 years to review the entire set of SBE rules. The committee shall meet on an ad hoc basis as needs arise. Such ad hoc meetings may obviate the necessity of a five-year review if, in the judgment of the committee, this review covers a substantial portion of the rules.

The School Head may decide to convene the rules committee because a section of the rules needs review. For example, the School Head may request the rules committee to review the section covering promotion and tenure. Similarly, an SBE faculty member may request the School Head to convene the rules committee to review one or more portions of the rules. Typically, the School Head would be required to honor such a request.

A faculty member may also propose a rules change during an SBE faculty meeting without convening the rules committee. The faculty may choose to accept the change, reject the change, or submit the proposed change to the rules committee.

All rules committee meetings will be open meetings unless the committee votes otherwise. If the committee decides to meet in closed session, the SBE Head will notify the SBE with appropriate notice and ask for any objections. If there are none, the meeting will be closed.

The rules committee will strive to reach a consensus in its recommendations to the SBE. However, some issues may be contentious. If the committee cannot reach a consensus, it will develop a majority and minority report to present to the SBE. The SBE may accept either report or may craft a totally different approach.

The rules committee is only an advisory committee to the SBE faculty as a whole; only the SBE can make rules changes.

12. The Strategic Planning Committee meets annually, typically in the summer.
  - b. Composition.
    - 1) The current head of the School of Business and Economics
    - 2) All previous Heads/Chairs of the School/Division of Business and Economics
    - 3) The SBE Executive Committee
    - 4) The Director of Accreditation and Curriculum
    - 5) A representative from the SBE Business Advisory Council
    - 6) The Advising Center Director
    - 7) A Student Advisor selected by our Advising Center Director
    - 8) A representative from UWSP Extension as long as there are SBE program programs offered through Extension

Representatives from the Dean's office and from higher administration (e.g., the Chancellor's office and/or Vice Chancellor's office) may be invited.

- c. Prior to the summer meeting (typically during the spring semester):
  - 1) The School Head circulates the previous strategic plan with results achieved for each of the action items associated with the strategic objectives to all members of the strategic planning committee as well as all SBE faculty members.
  - 2) Each area develops a 5-year personnel plan, which outlines hiring necessary to:
    - a) Replace expected retirements
    - b) Fulfill needs for future course offerings
    - c) Provide for personnel adequacy to meet the SBE's mission
    - d) Address needs for future growth opportunities
  - 3) In addition to the 5-year personnel hiring plan, each area may wish to:
    - a) Review the previous strategic plan/results.
    - b) Provide accomplishments and concerns to their area coordinators to bring to the strategic planning process.
    - c) Provide any other information the area believes is relevant to strategic planning to their area coordinators.
  - 4) The Business Advisory Council may wish to:
    - a) Review the previous strategic plan/results
    - b) Provide its representative to the strategic planning committee any information and concerns to bring to the strategic planning process
  - 5) The student advisors will run focus groups with students nominated by SBE faculty members.
  - 6) The SBE Head will call meetings of the SBE Faculty in the spring to begin the planning process and in the fall to review and report the work of the planning committee.
- d. The charge of the Strategic planning committee:
  - 1) Reviews any UWSP-wide or CPS-wide initiatives as they impact the School of Business and Economics
  - 2) Reviews the mission to verify its relevance/appropriateness
  - 3) Reviews previously developed strategic objectives

- 4) Reviews progress made on action items set during previous strategic planning meetings
- 5) Reviews input from our business stakeholders provided by the representative from our Business Advisory Council
- 6) Reviews input from our student stakeholders provided by the Student Advisor
- 7) Reviews input from the curricular areas
- 8) Recommends remedial actions if required
- 9) Directs the SBE to gather additional input from of our stakeholders on an as needed basis
- 10) Develops the next set of action items connected to existing objectives
- 11) Develops new strategic objectives as needed
- 12) Develops action items associated with new strategic objectives

After the committee meets, the SBE Head reviews the results with the CPS Dean and the SBE faculty as well as the SBE Business Advisory Council. It is important to note the SBE Strategic Planning Committee significantly involves stakeholders in its development of goals, objectives and programs to enhance its mission, including students, businesses, and the central Wisconsin community.

12. Other committees will be appointed by the School Head, except that the School may from time to time reserve to itself the right to elect a particular committee. All committees will report their activities and recommendations to the School.
13. Students may be appointed by the School Head to nonvoting memberships on all standing committees except the Personnel, Executive, and Merit Committees; and their recommendations may be solicited. Solicitation of student volunteers may be publicized to all business administration, economics and accounting majors of junior or higher standing.

C. Meetings. Substantive communication is vital. Faculty and staff time is a precious resource. Meetings will be kept to the number that serves both needs.

1. Staff meetings will be held as necessary.
2. Activity meetings will be called by the School Head or activity directors as needed.
3. School meetings will be held monthly at a day and time determined by the School Head at the time class schedules are established. Curricular Area meetings will be scheduled monthly prior to the scheduled School meeting.
  - a. With rare exceptions meetings will be held on campus.
  - b. An agenda will be published prior to each meeting.
  - c. The Wisconsin Open Meeting Law will be followed.
4. Special meetings of the School may be called by the School Head or by a petition of fifty percent of the School faculty.

D. Voting Membership

1. Non-Personnel Actions
  - a. General. For purposes of action upon motions made in School meetings, voting members shall consist of all persons of faculty rank with at least a half time appointment in the School. Teaching academic Staff who have more than a half time appointment may only vote on those actions

pertaining to their specific responsibilities. All School faculty and staff may attend open meetings. Their comments and input are important on action items pertaining to their classification.

## 2. Personnel Actions

- a. Membership. For membership in the committees described below, "faculty" means those persons with at least a half time faculty appointment in the School of Business and Economics. "Tenured faculty" includes those faculty for whom a positive decision on permanent-tenure status has been made by the Chancellor, even though they have not yet completed the required length of time at the University for the decision to become effective.
  - b. Faculty Appointment. Faculty appointment decisions shall be made by all faculty. The School Head shall be a voting member of this committee.
  - c. Faculty Retention and Tenure. Faculty retention and tenure decisions shall be made by all tenured faculty. The School Head does not vote but writes a separate letter regarding the retention or tenure request.
  - d. Faculty Promotion.
    - 1) Recommendations for promotion to the rank of professor shall be made by all tenured faculty who hold the rank of professor.
    - 2) Recommendations for promotion to the rank of associate professor shall be made by all tenured faculty who hold the ranks of professor or associate professor.
    - 3) Recommendations for promotion to the rank of assistant professor shall be made by all tenured faculty who hold the ranks of professor, associate professor or assistant professor.
  - e. Academic Staff. Recommendations for promotion and indefinite appointment will be made by all tenured faculty and those academic staff of a higher classification and an equivalent or higher appointment, e.g. FTE, teaching, etc. for appointments of .5 or greater per academic year. The School Head does not vote but will write a letter of recommendation for appointments of .5 or greater per academic year. For appointments less than .5 per academic year the School Head will make a recommendation on promotion to the appropriate university office.
3. Voting. A quorum will consist of a majority of the eligible voting faculty of the School. Individuals on sabbatical, Leave Without Pay or sick leave retain their right to attend meetings and vote; but, if absent, they shall not be counted for purposes of determining a quorum or the minimum number of votes needed to pass a particular resolution. To be passed, motions must receive a majority of the votes cast.

## III. POLICY

- A. Opinions, beliefs and goals of faculty, staff and students will be diverse. Conflict, based upon reasoned debate and common ideals, is encouraged. Decisions will often be a result of compromise. Respect of differences and acceptance of consensus views are critical in maintaining a professional organization setting.
- B. Major decisions subject to faculty vote include, but are not limited to: new on and off-campus programs and presentation commitments, deletions or cancellations of courses for reasons other than inadequate demand, and the establishment of, or joining in, any publication, affiliation, bureau, agency, network, service or center with which the School's name may be publicly associated. When time constraints render a faculty vote impracticable, the School Head may proceed with the concurrence of the Executive Committee.

- C. A faculty or academic staff appointment is generally a full-time responsibility. Faculty and academic staff members may engage in outside activities so long as their primary duties are not affected and no more than the equivalent of one day per work week (for FTE 1.0) is devoted to such activities. These outside activities should not draw upon School resources for support.
- D. All standards, limitations, guidelines, and reports required by Chapter UWS8, Code of Ethics for Unclassified and Classified Staff, as well as all UWSP regulations, shall be followed.

#### **IV. FACULTY WORK LOAD.**

The maximum normal work load for full time faculty is twelve (12) credits per semester except when faculty agree to teach course(s) or accept other work responsibilities on a compensated or uncompensated overload basis. Every attempt will be made to schedule faculty for no more than four sections and three preparations.

- A. Faculty may request larger sections when practicable, which may result in fewer scheduled classes.
- B. A maximum one quarter teaching load reduction for one semester may be scheduled for specific research projects. Funding may also be available for research projects conducted during the summer or normal semesters. The following procedures are to be followed in order to obtain said reduced load or funding:
  - 1. When funds are available the School Head in consultation with the Executive Committee determines and announces the number of available release time and funding slots within the School, as well as detailed information regarding the application process (including, but not limited to: faculty eligibility, proposal evaluation criteria, time frame for the project, and evaluation of finished product).
  - 2. The applicants submit a written outline of the project to the Executive Committee.
  - 3. The Executive Committee reviews proposals and selects applicants who will receive release time or funding.
  - 4. The School Head reports to the faculty the names of recipients and the title of projects. Recipients respond to questions from the faculty during a faculty meeting.
  - 5. Projects should be completed within the specified time frame. Following each project a research report must be submitted to the Executive Committee and made available to faculty upon request. Recipients will make a presentation and respond to questions from faculty regarding the project at an appropriate venue.
- C. External funding from research or consulting projects may be used to reduce the teaching load.

#### **V. NON-TEACHING DUTIES.**

Minimal non-teaching duties are as follows:

- A. Serving on School committees.
- B. Providing academic advising and student career counseling as needed.
- C. Attending relevant Curricular Area, School, College and University faculty and staff meetings.

- D. Helping to attain School goals and objectives.

## **VI. SUMMER SCHOOL, INTERIM, AND WINTERIM EMPLOYMENT**

- A. To the maximum extent possible, each eligible faculty member who requests it will be assigned a three-credit summer, interim, or winterim course or its equivalent at a compensation rate set by the university.
- B. Faculty who teach in summer, interim, or winterim must be qualified to teach the particular course assigned. The School Head will decide whether a faculty member is qualified to teach a course based upon his/her credentials and experience.
- C. The School Head will make these assignments within available funding taking into consideration the following factors in the priority listed:
  - 1. Following a full year's service as a faculty member each faculty member's position in a rotational order determined by the following factors listed in priority sequence:
    - a. the number of times a faculty member has not taught in one of these sessions in the past five years. Faculty not having taught the most sessions are placed at the top of the rotation.
    - b. whether a faculty member taught in a session immediately prior to the current year. Faculty who taught last are placed at the bottom of the rotation.
    - c. in the case of ties using the factors listed above, those faculty with the most years with at least a half-time faculty appointment in the School will receive preference.
    - d. No teaching academic staff will be employed in these sessions, utilizing School funds, if a School faculty member desires and is qualified to teach the same course or program.
  - 2. Foundation and core courses will have priority over electives.
- D. The School Head will publish the rotational list of faculty, in priority sequence, by September 15 of the previous academic year.
- E. The Executive Committee, upon recommendation of the School Head or area representative, by majority vote, may remove a faculty member from his/her normal rotational turn for summer School teaching if it is determined that he/she is not acceptably performing the duties and meeting the responsibilities expected of a faculty member

## **VII. FACULTY RECRUITING**

- A. As positions become available, the School Head will consult with appropriate curricular area faculty on the position description and recruiting strategy.
- B. Qualifications and Credentials for Original Appointment. The qualifications for faculty rank are those specified in the University Handbook, except as follows:
  - 1. For faculty whose primary teaching area is Accounting, the following criteria apply:

Instructor -- A master's degree with a major in accounting (such as an MBA, master's in accountancy, or equivalent). In rare cases, candidate with a relevant undergraduate degree plus significant

executive professional-level experience (defined in the Instructional Professional category) may be acceptable as an instructor.

Assistant Professor -- An appropriate earned doctorate.

2. For faculty whose primary teaching area is Business Administration courses, the following criteria apply:

Instructor -- An appropriate Master's degree plus executive or professional-level experience as defined in the ***Instructional Professional*** category below. In rare cases, candidate with a relevant undergraduate degree plus significant executive professional-level experience (defined in the ***Instructional Professional*** category) may be nominated by the personnel committee.

Assistant Professor – An appropriate earned doctorate

3. For faculty whose primary teaching area is Business Law or Business Law and Tax, the J.D. in addition to the Bachelor's degree is regarded as the highest academic degree normally earned in the field for appointment to any rank. Applicants must hold and maintain membership in a state bar association together with relevant continuing education.
  4. For faculty whose primary teaching area is Tax, a master's in tax accounting is the highest academic degree normally earned in the field for appointment to any rank. Applicants must also hold and maintain relevant certification related to the expected teaching requirements.
  5. For faculty whose primary teaching area is Economics, the University handbook requirements will apply.
  6. If a contract is offered before the expected education requirements are completed, that contract will require a completion date.
  7. Minimum qualifications for tenured appointments are those specified for the rank of Assistant Professor regardless of qualifications at time of hire.
  8. Minimum qualifications for retention of non-tenured faculty are normally those listed above. During the retention process, rare exceptions may be granted by the personnel committee considering the retention. An exception granted as part of a retention decision does not change the minimum qualifications for tenure.
- C. The School Head will be responsible for advertising, administration, and identification of candidates. The respective search and screen committee will propose those to be interviewed and will take charge of the interview itself. All faculty are encouraged to participate in the interview.
  - D. Prior approval of the respective search and screen committee, the School Head, Dean CPS, VC and Affirmative Action is required to invite candidates for on-campus interviews.
  - E. Each faculty candidate will be invited to make an oral presentation, normally the teaching of a class. The School Head will assure that the presentation is attended by as many School faculty as possible, preferably at least three.

- F. The School will not vote on its appointment recommendation until it receives the recommendation of the respective search and screen committee.
- G. Sound personnel recommendations require complete information. Whether or not the School should recommend that an offer be made to a prospective faculty member depends, in part, upon whether that individual's services may be procured on terms favorable to the institution and consistent with the existing remuneration structure. Therefore, favorable new-faculty appointment recommendations will be conditioned upon specified terms concerning duration of appointment; rank; salary; summer employment; research; student assistance and travel funds; release time; special equipment; and crediting of prior service toward tenure.

## VIII. FACULTY EVALUATION

Except where specifically stated otherwise, university procedures for faculty evaluation by students will be followed. In some cases however, the School requires more frequent evaluation than is required by the university. The requirements for evaluating School faculty are stated below.

- A. Tenured Faculty (to include Indefinite Appointment Teaching Academic Staff)
  - 1. Tenured faculty members must conduct student evaluations of all sections taught in a given semester, fall or spring, at least once per academic year.
  - 2. The SBE will follow UWSP handbook's rules regarding post-tenure review. The policy states that each tenured faculty member will be evaluated at least once every 5 years with at least one interim meeting.

Interim Post Tenure Review. During the third year after tenure, and the third year after each Post-Tenure review, faculty members will undergo an interim review. Faculty members will submit the following to the appropriate Personnel Committee:

- a. An updated curriculum vita with latest accomplishments highlighted.
- b. Teaching evaluations for all classes for the most recent academic year.
- c. A detailed list of scholarly accomplishments with a brief description.
- d. A detailed list of service activities
- e. Any additional information the faculty member deems appropriate.

The faculty member then meets with the appropriate Personnel Committee to determine if he or she is maintaining a level of performance expected of senior faculty members. If the committee determines the faculty member is not, they will work with the faculty member to determine an appropriate plan to produce the desired level of performance. This plan will be reviewed during the next post tenure review.

Post-Tenure Review. During the fifth year after tenure, and the fifth year after each Post-Tenure review, faculty members will undergo a Post-Tenure review. Faculty members seeking promotion in rank may use review and evaluation for promotion in place of post-tenure review. Faculty members will submit the following to the appropriate Personnel Committee:

- a. An updated curriculum vita with latest accomplishments highlighted.
- b. Teaching evaluations for all classes for the most recent academic year.
- c. Three peer reviews by tenured faculty members
- d. A detailed list of scholarly accomplishments with a brief description.

- e. A detailed list of service activities
- f. Any additional information the faculty member deems appropriate.

The faculty member then meets with the appropriate Personnel Committee to determine if he or she is maintaining a level of performance expected of senior faculty members. If the committee determines the faculty member is not, they will work with the faculty member to determine an appropriate plan to produce the desired level of performance. This plan will be reviewed during the next mid-term post tenure review.

The School Head will notify the Dean that the post-tenure review has been conducted and place a report of said meeting in the faculty member's personnel file.

- 3. Tenured faculty who wish to be considered for promotion must follow the procedures for promotion detailed below.
- B. Non-tenured Faculty Persons who will be considered for retention or tenure must follow the procedures detailed below.
- 1. Peer Evaluations. All non-tenured faculty will have at least three peer evaluations per retention period, one from each member of the PET described below.
  - 2. Student Evaluations. All regular class sections taught shall be evaluated by students every semester.
- C. Teaching Academic Staff.

Teaching academic staff seeking promotion or indefinite appointment shall, in consultation with the School Head, follow the procedures set forth in VIII. B. above.

Evaluations for all other teaching academic staff shall be established in consultation with the School Head.

D. Procedures for Retention, Tenure and/or Promotion Evaluations

- 1. Peer Evaluation Teams (PET)
  - a. Each evaluatee shall select a Peer Evaluation Team (PET). The PET shall consist of at least three colleagues: two of whom must be tenured; at least two must be from the School of Business and Economics; and, one must be from the evaluatee's curricular area. All members of the PET for promotion should be at or above the rank for which the candidate has applied. The evaluatee must inform the School Head of the names of the PET.
  - b. PET members are responsible for making required classroom visits and preparing reports on their observations using the standard evaluation form. The PET will review all pertinent teaching materials. Quality and effectiveness of the evaluatee presentations and support materials will be noted.
  - c. The PET will conduct other evaluations, e.g. review documents in the candidate's personnel file, the curriculum vita, scholarly activities and evidence of university and community service among others, to insure a complete and comprehensive picture of the candidate's capabilities, long term value, etc. can be determined.

- d. The Chair of the PET will summarize and report to the appropriate Personnel Committee as defined above together with their recommendations for retention, tenure and/or promotion as appropriate. Refer to Appendix A for the PET checklist.
2. Criteria and Methods for Making the Evaluations. The key criterion for evaluating a candidate is "quality": doing those things which make a difference in one's field is preferred over doing many inconsequential things. Peer appraisal is the major device used to evaluate the professional performance. To be successfully considered for tenure, each faculty member is expected to have a substantial portfolio, which will include accomplishments in each of the major categories listed below. The following criteria (which are approximately rank-ordered) shall be used:

- a. Teaching Effectiveness. Since the School's main mission is to educate students, evaluations of teaching shall be given highest priority. This shall include:
  - 1) Direct Classroom Observations. Direct classroom observations shall consist of peer visits by the PET, and others as the candidate desires. Evaluators shall use a standard evaluation form. This form shall include quantitative and/or narrative evidence relating to the:
    - a) Degree of preparation shown by the instructor;
    - b) Delivery of the material to the class by the instructor;
    - c) Content of the material delivered by the instructor;
    - d) Student interest in the material covered by the instructor;
    - e) Responsiveness of the instructor to student questions that may be raised;
    - f) Level of participation of students in the class; and
    - g) Evaluation of the total performance of the instructor.

Signature of the evaluatee on any PET report shall not imply agreement, but shall only acknowledge the content of the evaluation. Provision will be made for the evaluatee to respond to any evaluator rating or report.

- 2) Course Materials. The PET may collect syllabi, reading lists, examination copies, and other materials used by the evaluatee. After reviewing these materials, the PET may summarize the strengths and weaknesses of the materials, using the following criteria:
  - a) Organization of materials;
  - b) Clarity of objectives;
  - c) Requirements for students;
  - d) Extent to which the course challenges students; and
  - e) Clear and appropriate statement of goals and purposes of the course.
- 3) Student Evaluations. Each evaluatee shall ensure that the results of at least three most recent semester sets of student class evaluations for regular class sections is placed in the evaluatee's personnel file, along with School norms for all faculty evaluated during that semester. All student evaluations must include the two required "global" questions. The Personnel Committee may also consider the class grade-point average given by the evaluatee in their examination of student evaluations.
- 4) Nothing in 1), 2), or 3) above implies that the Evaluation Team may abridge the academic freedom of the evaluatee.
- 5) Effective teaching must be demonstrated for all positive personnel recommendations.

b. Scholarship

Each evaluatee is expected to accomplish at least something from each of categories 1, 2 and 3 listed below to satisfy the scholarship requirement for a major personnel decision of tenure or promotion. For the tenure decision, candidates must demonstrate accomplishments in all of these 3 areas. Breadth and depth in one or two categories is expected. For the retention decision of untenured personnel, candidates are to show progress towards meeting the tenure requirements. (The School recognizes that individuals would prefer to do certain activities, and expects people to pursue their competitive advantage.) In all cases, the Personnel Committee will consider material presented by the evaluatee and the audience. The activity categories, together with examples of said activities are as follows:

- 1) Traditional Discipline-Focused and Pedagogical Research and Publication includes, but is not limited to authoring the following items or conducting the following activities:
  - blind peer reviewed publications in journals
  - scholarly books
  - textbooks
  - chapters in scholarly books or textbooks
  - blind peer reviewed publications of completed papers in proceedings of an academic or teaching conference (presentation PowerPoint slides and abstracts do not count as completed papers)
  - blind peer reviewed presentation at an academic or teaching conference
  - presenting panel member at an academic or teaching conference
  - publication in an edited academic journal or magazine
  - published monographs
  - published cases
  - editor of book, proceedings, or other academic or professional publication that is published annually or more frequently
- 2) Scholarship Directed at the Professional and/or Business Community – includes, but is not limited to:
  - publication in an edited trade journal or magazine
  - non-refereed professional publications
  - development of discipline-focused programs (i.e. set up a program on Int'l trade, or significant duties as track chair for an academic or professional conference)
  - discipline-focused presentations
  - discipline-focused consulting
  - presenting panel member at a professional conference or round table
- 3) Funding of Research and Pedagogy – includes, but is not limited to securing funding from the following sources outside of the School.
  - grants from the private sector
  - grants from national, state or local public agencies
  - UW System grants
  - UWSP grants (including UPDC grants)
  - College grants (such as technology mini-grants)
- 4) Other Research and Pedagogy Related Activities – These items are considered in retention and promotion decisions, but do not count for maintaining Faculty Qualification status.
  - test banks (print or electronic)

- o published study guides (print or electronic)
- o published tutorials (print or electronic)
- o paper discussant at an academic or teaching conference
- o paper reviewer for an academic or teaching conference or journal

The record of scholarship should span the candidate's career, should be fruitful since the last major decision on the candidate, and should be continuing and ongoing.

- c. Service. The evaluatee is expected to engage in service to UWSP and the School. Service to professional organizations, the community, and others is encouraged. Service activities include, but are not limited to, time and effort contributions to the following groups:

- o The School of Business and Economics
- o UWSP or the UW System
- o governmental organizations
- o academic/professional organizations
- o the general community

- d. Other Data. In addition to a complete and current vita and the required evaluations and reports just described, the evaluatee should submit any other materials which will assist in a full and complete assessment.

3. Expectations for Retention, Tenure and Promotion

- a. Faculty recommendations for retention, tenure, and promotion will be based on evidence of continued improvement, ongoing achievements, and reasonable assurance of continuing contributions in the major categories of teaching effectiveness, scholarship and service.

- b. The following identifies the specific performance expectations in the major categories to be successfully considered for each of the listed personnel decisions:

Successful candidates for:

- 1) Retention must demonstrate evidence of continued improvement.
- 2) Tenure must have a substantial portfolio, which will include accomplishments in each of the major categories, and provide reasonable assurance that such contributions will continue. While maintaining Faculty Qualification status is not sufficient to guarantee tenure, candidates must be either SA, SP, PA, or IP as defined in Appendix D.
- 3) Promotion to Assistant Professor will have developed and implemented a plan for accomplishments in each of the major categories.
- 4) Promotion to Associate Professor will demonstrate achievement within each of the major categories. While maintaining Faculty Qualification status is not sufficient to guarantee promotion, candidates must be either SA, SP, PA, or IP as defined in Appendix D.
- 5) Promotion to Professor will demonstrate continuing achievement within each of the major categories, and distinguished achievement in at least one major category. While maintaining Faculty Qualification status is not sufficient to guarantee promotion, candidates must be either SA, SP, PA, or IP as defined in Appendix D. Promotion to Professor is the highest academic honor that the SBE can bestow on a member of the faculty. It is not automatically

granted for years of service alone. The personnel committee will consider: the work produced since tenure and promotion to Associate Professor, the work completed while at UWSP, the entire body of work produced by the faculty member to date and any trends evident in this body of work.

- c. Education Requirements for Original Appointment and for Promotion to Full Professor
  - 1) The education requirements necessary for original appointment meet the minimum requirements for consideration for tenure and promotion to associate professor.
  - 2) In addition to the above requirements, promotion to full professor requires an earned doctorate (e.g., Ph.D., D.B.A., Ed.D. or J.D.) from an accredited institution. Existing faculty pursuing a doctorate must have a formal meeting with the Personnel Committee for promotion to full professor for the purpose of determining the appropriateness of the program for future promotion applications by the faculty.

## IX. FACULTY PERSONNEL DECISION PROCEDURES

- A. Time Schedule for Personnel Decisions. At the beginning of the Fall term the Vice Chancellor publishes specific dates for submission of packets for retention, tenure and/or promotion to the Dean. Normally, the Personnel Committee will meet at least two weeks prior to the date of submission to the Dean to review the candidate's file and render its decision.

Persons who wish to be considered for sabbatical, Leave Without Pay (LWOP) or semester away/abroad programs will be individually responsible for meeting required submission dates.

- B. Notification of Candidate. Each person whose employment status in the School is due for consideration, e.g. retention, tenure, and/or promotion, shall be officially notified of that pending decision by the Head of the School. For those persons for mandatory or voluntary consideration, the person will be informed in writing of the date and place of the meeting at which the decision will be considered and will be offered the opportunity to submit written material through the School Head to the Personnel Committee. Notification procedures will comply with the provisions of Wisconsin's Open Meeting Law and the University Handbook. Normally, at least 20 days written notice is required. Normally the School Head will inform the candidate at least one semester prior to the decision of the schedule for personnel actions and the data required.
- C. Appropriate Personnel Committees. The professional performance of each candidate coming up for a personnel decision shall be reviewed by the appropriate Personnel Committee as defined above.
- D. Candidate and School Head Provide Materials
  - 1. The candidate shall provide his or her credentials and supporting materials as described above. These materials shall be organized and professional in appearance. The materials shall be provided to the School Head at least one week prior to the scheduled review at which time they shall be made available to the members of the Personnel Committee for review.
  - 2. The School Head shall provide the Personnel Committee with a verbal statement describing his or her evaluation of the candidate's performance regarding the criteria listed above. Appropriate materials from the individual's official personnel records and other sources even though not submitted by the candidate may also be provided by the School Head.

- E. Personnel Committee Decision. The appropriate Personnel Committee shall review and discuss the candidate's credentials and qualifications in accordance with the appropriate criteria. A Committee Chairperson will be selected by the committee. The SBE Head may not serve as the chairperson of a personnel committee. A meeting will be held to discuss each personnel decision. A quorum will consist of two-thirds of those eligible to vote upon the personnel decision. All favorable personnel decisions require a majority of those present and eligible to vote upon the decision. The Chairperson will summarize the discussion and report the decision to the Candidate, the SBE Head and the CPS Dean in writing. The Committee may request the Committee Chairperson to consult with the candidate concerning matters that were subject to discussion during the meeting.
- F. Reconsideration. Please see "Overview of the Process and Procedures for Faculty Appeal of Nonrenewal of Probationary Appointment and Denial of Tenure" in the UWSP University Handbook.
- G. Role of the School Head. Except in those cases where the School Head is under consideration, the School Head, regardless of rank will:
  1. Attend all committees making personnel decisions but will not vote as a member of the committee;
  2. Provide information on the individual being considered and forward the necessary written reports and recommendations to the appropriate University administrators.
  3. Write a separate recommendation letter, either supporting or opposing the decision of the Personnel Committee and provide this letter to the Candidate, the Personnel Committee Chairperson and the CPS Dean.
  4. Forward all necessary material to the CPS Dean.
  5. In those cases where the School Head is under consideration, the appropriate Personnel Committee will determine reporting procedures which are consistent with the above.

See Appendix B for chair's personnel action checklist.

- H. Faculty Leaves. Leaves include sabbatical, leave of absence with or without pay (full time or less) sick leave, and leave under the Family Medical Leave Act. To facilitate replacement planning, it is expected that a faculty member will formally request leave at the earliest possible time or not later than the required submission time prescribed in the Faculty Handbook or by administrative rule.
  1. In many cases faculty members can beneficially spend a period of time renewing, refreshing, learning new skills, or sharing their expertise with others; but there should be an awareness of the sacrifices that leaves require of School faculty, students, and programs.
  2. Normally the School expects that leaves will not last more than one year. The School will not approve leaves or continuations of leaves, with or without pay, involving more than two consecutive years absence except in matters relating to health. Board of Regents approval is required for leaves of more than two years.
  3. Whenever approval of the School is required for such leaves, e.g., Leave Without Pay, the Personnel Committee is designated to grant or withhold such approval.

## X. TEACHING ACADEMIC STAFF DECISION PROCEDURES

- A. General. The possible personnel actions for teaching academic staff are appointment, reappointment, promotion, and indefinite appointment. Eligibility for promotion and indefinite appointment shall be determined by the University Personnel Rules in addition to the criteria listed below.
- B. Decision Procedures
  - 1. Appointment and Reappointment. Recruiting, appointment, and reappointment shall be determined by the length of the appointment and/or FTE.
    - a. Procedures for appointment for one academic year or longer (FTE greater than .5) and indefinite appointment will be the same as those for regular faculty appointments. Reappointment decisions will follow the same procedures as for faculty appointment.
    - b. Appointment of teaching academic staff for periods of less than one year to meet unexpected needs will be determined by the School Head after consultation with the Curricular Area representative to the Executive Committee.
    - c. Rank upon appointment shall be determined by the criteria listed in the University rules.
  - 2. Voting
    - a. Faculty with at least a .5 FTE appointment and teaching academic staff with more than a .5 FTE appointment are eligible to vote on all teaching academic staff selection decisions where a vote of the faculty is appropriate.
    - b. The appropriate Personnel Committee for retention, indefinite appointment or promotion shall be all tenured faculty and Teaching Academic Staff with indefinite appointments.
- C. Evaluation Criteria. The major criterion used for reappointment, promotion, and indefinite appointment decision for all teaching academic staff is teaching effectiveness. Professional growth and continuous general education service are also encouraged. Academic staff requesting promotion or indefinite appointment will be expected to have displayed ongoing effort in the areas of professional growth and continuous general education service.
  - 1. Teaching Effectiveness. This category is of the highest priority. The standards of performance applied when evaluating faculty also apply to teaching academic staff. Teaching effectiveness must be demonstrated to the member's Curricular Area Representative for a positive reappointment decision. Such demonstration is to be made in the same manner as for Faculty.
 

For promotion and indefinite appointment decisions, teaching effectiveness must be demonstrated in the same manner as described above.
  - 2. Scholarship and Service. Teaching academic staff are expected to have accomplishments in at least one of the primary evaluative criteria of scholarship and service which are outlined for faculty. The standards for quality established for faculty also apply to teaching academic staff. The quantity of accomplishments in scholarship and service shall be less than that expected of faculty.

## **XI. NON-TEACHING ACADEMIC STAFF PERSONNEL ACTIONS**

- A. Evaluation Criteria. The principal criteria to be used for reappointment decisions for non-teaching academic staff shall be performance of duties in an efficient and effective manner and the ability to relate

well to businesses, organizations, and individuals the staff member serves as well as the other staff members in the unit. The staff member shall be expected to keep up-to-date professionally through attendance at professional development or continuing education courses and/or through self-study courses.

In addition, University and community service is encouraged. Non-teaching academic staff seeking indefinite appointment shall have displayed an ongoing plan of professional development as well as a history of University and community service.

1. Performance of Duties. This category is deemed the most important. This includes the performance of duties in an acceptable and timely manner as well as the ability to get along well with others.
2. Professional Development. The staff member is encouraged to attend seminars, engage in self-study programs and related activities in order to have an ongoing program of improving job skills through professional development.
3. University and Community Service. The staff member is encouraged to be active in School affairs. This includes, but is not limited to serving on School Committees, attendance at School meetings and related School functions. Indefinite appointment carries with it the obligation and responsibility of participation at the School level.

#### B. Appointment Procedures

1. Staff member other than Director of Unit
  - a. The Director of the relevant Unit shall make recommendations to the School Head for the reappointment of the staff member at least thirty days prior to reappointment or as required by University Academic Staff regulations. The Director's recommendation should cover the staff member's degree of fulfillment of the basic criteria set forth above.
  - b. The staff member shall have prepared a reappointment packet containing general resume data in addition to information concerning his/her position (performance of his/her responsibilities) and details relative to professional development since hiring or previous reappointment. Also a listing of various University and community service should be included therein.
  - c. The School Head makes reappointments based on the continued need for the position, satisfactory performance by the staff member and availability of funding.
2. Director of Unit. The School Head will make a reappointment based on the continued need for the position, satisfactory performance by the staff member and availability of funding. Data for reappointment of a Unit Director shall be similar to that required for other academic staff members.

#### C. Indefinite Appointments

1. Non-teaching academic staff qualifying for indefinite appointment in accordance with UWSP Personnel Policies may request, in writing, to the School Head that such appointment is desired. Following the review of personal data and evaluations of the staff member, the Personnel Committee will recommend to the School Head reappointment based on the continued need for the position, satisfactory performance by the staff member and availability of funding

2. If the decision is unfavorable to the staff member, University rules regarding reconsideration for academic staff shall be followed.

#### D. Evaluation Procedure

1. The evaluation of non-teaching academic staff shall be performed by the Director of the Unit. This written evaluation should accompany his/her letter of recommendation to the School Head when the staff member is up for reappointment.
2. The evaluation of the Director of the Unit shall be performed by the SBE Head. The School Head shall prepare a written evaluation of the Director's performance as it relates to the criteria set forth in Section A above. Any required annual evaluations will be performed by the School Head. The School Head's evaluation and recommendation shall be directed to the School Personnel Committee or appropriate University office.

### XII. EVALUATION OF SCHOOL ADMINISTRATORS

- A. General. All faculty, academic and classified staff will periodically evaluate School administrators. "Administering" the evaluation includes distributing, receiving and processing all evaluation forms, and presenting the results to the School.
- B. School Head. The School Head will be evaluated by all faculty, academic and classified staff during the fall semester of the third year of the first term of the chair's appointment. The standard UWSP CPS form for evaluating administrators will normally be used. The CPS Dean or an appointed representative will administer the evaluation.
- C. Other Administrators. Faculty and staff will utilize the standard UWSP form. The School Head will administer this evaluation.

### XIII. SYLLABI/COURSE OUTLINES

Faculty and teaching academic staff are required to file with the Faculty Program Assistant a current syllabus or outline for each course they teach, including grading and attendance policies.

### XIV. CURRICULUM CHANGES

Curriculum changes are the primary responsibility of the Curricular Area concerned. Frequent evaluation of Curricular Area majors, minors, courses and supporting programs is necessary. Thus, curriculum changes and course additions/deletions are welcomed. When approved by a majority of the Curricular Area concerned, comments of the other two Curricular Areas will be sought. If the proposal has impact on units outside the School, comments from those units will be obtained. When complete, the proposal will be forwarded to the School Head for comment, to the School faculty for a vote, and, assuming approval, to the Dean and to the appropriate University committees.

### XV. SCHEDULING

The School Head has ultimate responsibility for scheduling as stated in the responsibilities of the School Head above.

- A. Faculty and academic staff will submit their preferred teaching schedule to the Curricular Area Representative. After reviewing projected demand, the Area Representative in consultation with the

School Head will identify the courses and sections to be offered. Individual class times will reflect current student demand, Curricular Area objectives, School objectives and faculty and staff preferences.

- B. Class size limits will be set by the School Head with a view to achieving, over the long run and across all classes in the aggregate (but not necessarily individually) the SCH/FTE targets, which have been approved by the Faculty Senate.
- C. The School Head's office will prepare a master schedule. All changes to the final schedule must be approved by the School Head. Faculty and academic staff members affected shall also be consulted.
- D. Faculty and teaching academic staff will hold scheduled open office hours for at least one hour per week per three credit class. Every attempt should be made to have varied office hours to maximize availability for students. For scheduled tutoring, advising and etc., separate office hours are appropriate.
- E. Faculty must get prior approval of planned absences from the School Head. The Faculty Program Assistant will be notified of class cancellations and will in turn notify students and the School Head.
- F. It is a University policy that faculty and academic staff members post their teaching schedules and office hours outside their offices. A duplicate copy shall also be on file in the School office.

#### **XVI. TEXTBOOKS**

The University policies for textbooks will be followed.

- A. It is a University policy to approve one rental text and one purchase paperback or workbook for each course. Exceptions are made on a limited basis and must be approved by the School Head.
- B. When a new rental text is to be selected, the School Head may convene the faculty teaching the course to make the selection.

#### **XVII. ADVISING**

- A. Each faculty member serves as a resource advisor to majors and minors assigned to him/her. In addition, the SBE Student Advising Center generally advises all freshmen and sophomores and provides advising support for upper-class students.
- B. Each faculty will be assigned a group of advisees. Teaching Academic staff may be assigned advisees at the discretion of the School Head. Advisees will normally be majors in the professional area of the Advisors.
- C. Peer Advising, acting as a part of the SBE Student Advising Center, will utilize select upper-division students to assist in advising, primarily freshman and sophomore majors and minors.

#### **XVIII. AMENDMENTS.**

These rules may be amended only by a majority vote of eligible faculty.

**APPENDIX A:**

Checklist for Peer Evaluation Team Procedures

Use this checklist for Retention, Tenure and/or Promotion planning.

DATE \_\_\_\_\_

\_\_\_\_ 1. Candidate selects Peer Evaluation Team. Inform the Chair School Head of names.

\_\_\_\_ 2. Each team member makes necessary classroom visits:

| Name  | Date(s) of Visit | Class to be Visited |
|-------|------------------|---------------------|
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |
| _____ | _____            | _____               |

Each PET member writes summary report of each classroom visit.  
Candidate reviews and signs.

\_\_\_\_ 4. Course materials are provided for review if requested by the team.

\_\_\_\_ 5. Final report to Personnel Committee.

**APPENDIX B:**

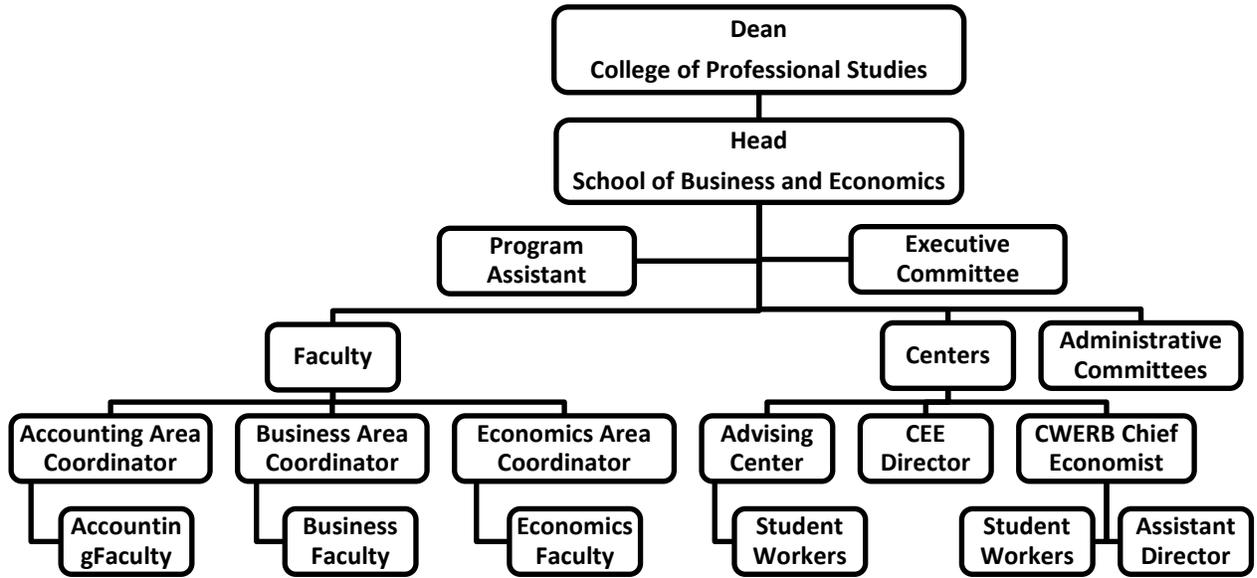
School Head's Personnel Action Checklist:

Candidate \_\_\_\_\_ for \_\_\_\_\_

SCHEDULED DATE OF PERSONNEL COMMITTEE MEETING \_\_\_\_\_

- \_\_\_\_ 1. Candidate notified of pending personnel decision and need for materials to be submitted by \_\_\_\_\_.
- \_\_\_\_ 2. Appropriate Personnel Committee notified \_\_\_\_\_.
- \_\_\_\_ 3. Candidate submits credentials and supporting materials.
- \_\_\_\_ 4. School Head presents to appropriate Personnel Committee his or her evaluation of the candidate.
- \_\_\_\_ 5. Appropriate Personnel Committee meets, minutes are kept of the decision and vote.
- \_\_\_\_ 6. School Head forwards to the Dean appropriate Personnel Committee recommendation and School Head's recommendation on the candidate including any supporting documentation that may be required.

APPENDIX C: Organizational Chart



## APPENDIX D: UWSP FACULTY QUALIFICATIONS

AACSB standards state that an institution must maintain adequately qualified faculty. For the purposes of the following guidelines on classification, the rules for Scholarly Academic will take precedent over those for all other categories if more than one is applicable.

|                            | Academic<br>(Research/Scholarly) | Applied/Practice                    |
|----------------------------|----------------------------------|-------------------------------------|
| Professional<br>Experience | Scholarly Practitioners<br>(SP)  | Instructional Practitioners<br>(IP) |
| Doctoral<br>Degree         | Scholarly Academics<br>(SA)      | Practice Academics<br>(PA)          |

Initial academic preparation (Ph.D. MBA...) and professional experience are used to place a faculty member on one of the two rows of the above table. Sustained engagement activities (academic publishing, discipline specific employment and consulting...) are used to place a faculty member in one of the two columns.

### Initial Qualifications

**Scholarly Academic and Practice Academic:** At time of hire SA and PA faculty are expected to have a terminal degree in hand or have successfully proposed their dissertation. Faculty who are hired to teach in an area outside their Ph.D. field must have significant scholarship in their teaching area.

**Scholarly Practitioners and Instructional Practitioners:** At time of hiring or adoption of these rules, the faculty member must have a minimum of 3 years of managerial or professional-level experience in business, education, government or the military. The candidate must also have a completed Master's Degree. If the candidate does not have a Master's Degree in field, he/she must have additional substantive senior-level professional experience in the area in which he/she will be teaching in order to be considered as IP qualified (e.g. active ownership or a senior-level executive position in business, education, government or the military). In the parlance of the Higher Learning Commission, this type of background qualifies as Tested Experience.

### Maintaining Qualifications

#### Scholarly Academics (SA)

To maintain the status of Scholarly Academic, the faculty member must have the appropriate initial qualifications and either 2 refereed journal articles plus 1 other intellectual contribution or 1 refereed journal article plus 3 other intellectual contributions within a rolling 5 year period. Accepted intellectual contributions are described below. (Note: no more than two intellectual activities may come from the same paper.)

New tenure-track faculty members with recent terminal degrees have five years of Scholarly Academic (SA) status from the completion of their degree.

New tenure-track faculty members who have not completed their degree have 3 years of Scholarly Academic (SA) status from the successful proposal of their dissertation topic.

SA for School Head: The school head evaluates and supports the intellectual contributions of all members of the academic unit. To recognize this contribution the Head of the School of Business and Economics will be considered SA for the duration of their administrative duties and this service will be considered as part of their record after the cessation of their duties. A year of service will be counted as an intellectual activity. A refereed journal article will be expected by the end of the third year after the cessation of their duties.

#### Practice Academics (PA):

To maintain PA status a faculty member must have the appropriate initial qualifications and have 1 refereed journal article, 1 other intellectual contribution, and 2 professional activities, as listed below, during the last five years. (Note: The professional activities should not conflict with UWSP responsibilities.)

#### Scholarly Practitioners (SP):

To maintain the status of Scholarly Practitioner, the faculty member must have the appropriate initial qualifications and 2 intellectual contributions and 2 professional activities during the last five years.

#### Instructional Practitioners (IP)

To maintain IP status a faculty member must have the appropriate initial qualifications and have conducted a minimum of FOUR professional activities, as listed below, during the last five years. (Note: The professional activities should not conflict with UWSP responsibilities.)

#### Intellectual Contributions:

- 1) Traditional Discipline-Focused and Pedagogical Research and Publication includes, but is not limited to authoring the following items or conducting the following activities:
  - o scholarly books
  - o textbooks
  - o chapters in scholarly books or textbooks
  - o blind peer reviewed publications of completed papers in proceedings of an academic or teaching conference (presentation PowerPoint slides and abstracts do not count as completed papers)

- blind peer reviewed presentation at an academic or teaching conference
  - presenting panel member at an academic or teaching conference
  - publication in an edited academic journal or magazine
  - published monographs
  - published cases
  - editor of book, proceedings, or other academic or professional publication that is published annually or more frequently
- 2) Scholarship Directed at the Professional and/or Business Community – includes, but is not limited to:
- publication in an edited trade journal or magazine
  - non-refereed professional publications
  - development of discipline-focused programs (i.e. set up a program on Int'l trade, or significant duties as track chair for an academic or professional conference)
  - discipline-focused presentations
  - discipline-focused consulting
  - presenting panel member at a professional conference or round table
- 3) Funding of Research and Pedagogy – includes, but is not limited to securing funding from the following sources outside of the School.
- grants from the private sector
  - grants from national, state or local public agencies
  - UW System grants
  - UWSP grants (including UPDC grants)
  - College grants (such as technology mini-grants)

Professional activities:

- Significant discipline specific employment within a given calendar or academic year (professional, managerial, executive, active ownership).
- Significant discipline specific faculty internship.
- Significant discipline specific consulting engagements. The consulting engagements should be verifiable by a brief report summarizing duration, scope, and duties of the engagement.
- Significant discipline specific activities which extensively engage practitioners, such as through academic centers.
- Board membership for business or not-for-profit organization
- Maintenance of a discipline-focused professional license or certification for a minimum of three of the five years including appropriate continuing education.

Impact of Intellectual Contributions and Professional Activities

The SBE's mission requires faculty to engage in scholarly activities that increase understanding in the fields of business, economics and accounting, as well as their appropriate pedagogy. The SBE will therefore measure the impact of faculty intellectual contributions to ensure quality. This measurement will be conducted in two ways: (1) maintain a maximum average acceptance rate of 40% among peer-reviewed journals featuring faculty publications throughout the SBE; (2) using SBE merit ballots to catalogue qualitative measures of impact using such distinctions as best paper awards. These measures will be done on a unit level, and will not be measured at the individual level, nor will the measures be included in the requirements for retention, tenure and promotion.

## APPENDIX E: IMPACT

The expectation is that all faculty members engage in impactful activities. These activities will vary based on the skills and preferences of each faculty member. Accordingly, this framework is intended to accommodate a wide variety of activities.

Please note that this is a framework. If you have an activity that fits in this framework, please note it in an *Impact* section of your CV. If you had an interview with the media outlet, you might list, "Was interviewed by Channel 9 on March 14, 2016" under *Impact* on your CV. Faculty members are not required to do this. However, it is an important part of AACSB accreditation.

This framework in no way influences the retention/tenure/promotion process or a professor's research agenda.

### Key Concepts:

- Impact is independent of quality. For example, a presentation reviewing existing concepts may have a high impact on the business community, but it may present little or no new information.
- Impact may occur over a longer timeframe than the five-year horizon we use for counting intellectual contributions
- This framework relates to the SBE mission's list of who we serve: Students, Businesses, Economy and People of the greater Central Wisconsin Region. Although the SBE recognizes the importance of academic impact, the SBE's impact will generally be more focused on:
  - Teaching
  - Business applications of scholarship
  - Connections with the business community
  - Providing economic information
- Due to the SBE's mission, our impact is likely to be more regional than national or international except as national and international issues relate to the region. Naturally, each faculty member will have his or her own focus based on skills and preferences.
- This is a school-wide measure
- It is not intended for individual faculty member's Retention/Tenure/Promotion/Post-Tenure process

Examples of impact include, but are not limited to:

- Practice and connections with the business community:
  - Assisting students or graduates in placement for jobs or internships.
  - Membership on:
    - Advisory boards
    - Boards of directors
    - Discipline-based boards (e.g., the North American Academy of Management, the Academy of Finance)
  - Executive positions on such boards listed above
  - Media citations (number, distribution)
  - Requests from the practice community for SBE's expertise
    - Consulting

- Broadcast forums
  - Researcher-practitioner meetings
- Publications in practitioner journals or other practitioner venues
- Invitations to serve as experts on policy panels, witnesses at hearings, etc.
- Tools/methods/surveys developed for companies
- Teaching/undergraduate and graduate education
  - Grants for research that influence teaching practice
  - Case studies that influence teaching practice
  - Research-based learning (e.g., projects in for-profit and not-for-profit companies)
  - Mentorship of student research and number of papers produced
  - Documented improvements in learning outcomes that result from scholarship of teaching and learning
- Research center activities:
  - Producing “public good” economic and business information
  - Invitations by organizations for center representatives to serve on policy-making bodies
  - Continued funding (number of donors, scope and scale of donations)
  - Number of web hits on center websites
  - Attendance at center-sponsored events
- Academic activities:
  - Number of peer-reviewed publications
  - Citation counts
  - Recognitions (e.g., Best Paper awards, etc.) – especially those granted by regional organizations

**Process:**

- Merit process:
  - During the merit procedure, each faculty member presents his or her accomplishments for the preceding calendar year.
  - SBE Head and Accreditation Coordinator review submissions and collect the appropriate activities in an impact section of Digital Measures

The above process is independent of the individual faculty member's Retention/Tenure/Promotion/Post-Tenure process

## APPENDIX F: QUALITY

The expectation is that all faculty members engage in high quality research activities. These activities will vary based on the skills and preferences of each faculty member. Accordingly, this framework is intended to provide a framework for a wide variety of activities.

This framework in no way influences the retention/tenure/promotion process or a professor's research agenda.

### Key Concepts:

- Generally speaking, high-quality research will have significant impact.
- This framework relates to the SBE mission's list of who we serve: Students, Businesses, Economy and People of the greater Central Wisconsin Region. Although the SBE recognizes the importance of academic quality, the SBE's quality may be more focused on:
  - Teaching
  - Business applications of scholarship
  - Connections with the business community
  - Providing economic information
- This is a school-wide measure
- It is not intended for individual faculty member's Retention/Tenure/Promotion/Post-Tenure process

Examples of quality include, but are not limited to:

- Publish in journals that maintain a maximum average acceptance rate of 40% among peer-reviewed journals featuring faculty publications throughout the SBE.
- Invited papers, presentations, etc.
- Recognition of quality work
  - Best paper awards
  - Grants awarded by organizations for work resulting in new methodologies, applications, etc.
- Research center activities:
  - Invitations by organizations for center representatives to serve on policy-making bodies
  - Continued funding (number of donors, scope and scale of donations)
- Academic activities:
  - Number of peer-reviewed publications
  - Citation counts

### Process:

- Merit process:
  - During the merit procedure, each faculty member presents his or her accomplishments for the preceding calendar year.
  - SBE Head and Accreditation Coordinator review submissions and collect the appropriate activities in a *quality* section of Digital Measures

The above process is independent of the individual faculty member's Retention/Tenure/Promotion/Post-Tenure process