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**TEXT IN BLACK IS CURRENT COLLEGE POLICY**

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## I. Mission of the College

The College of Business acts in accordance with the goals expressed in its mission, vision, and values:

### Mission Statement

In the Ignatian tradition, the mission of the College of Business is to provide superior values-laden education that motivates and enables our students to become effective and socially responsible business leaders. We strive to contribute quality research, serve local and intellectual communities, and graduate students who possess critical thinking skills and courage to act justly in a global business environment.

### Vision Statement

To create a learning place that **awakens, enlightens, and transforms** through personal reflection, ethical decision-making, critical thinking, and the mastery of innovative business practices.

### Values Statement

We, the faculty and staff of the College of Business, share dedication and commitment to:

- Acting in a timely manner
- Respecting others' differences
- Communicating effectively
- Implementing innovative ideas
- Accepting responsibility
- Focusing and finishing

## II & III. Goals and Objectives of the College

The College of Business shares commitment to the three-pronged approach of the University's 2009 revision of the Strategic Plan, in supporting Religion (Jesuit Values) by instilling Jesuit values in our curriculum, enhancing Reputation by building on current strengths and utilizing new initiatives that respond to national needs and student demand, and addressing Retention by holistically and actively engaging students in academics, co-curricular programs, and campus life to foster student connectedness.

The College of Business's Strategic Management Plan for 2008-2012 is intended to support Loyola University's plan that features the three major strategic initiatives described above. The overall College plan is designed to be aligned with the three University initiatives. The College plan will be renewed annually to ensure that it is in keeping with the College mantra to awaken, enlighten and transform our students in keeping with Jesuit/Catholic values. The six current strategic initiatives of the College are:

- 1. Institutional Priorities:** Focuses on strategic planning, systems thinking, vision/values adoption, a comprehensive communication plan, and documentation of policy.
- 2. Graduate Programs:** Focuses on building enrollment, marketing plan, specialty programs.
- 3. Undergrad Programs:** Focuses on increasing enrollment and retention, value-chain mapping of major curricula, enhanced writing/speaking skills, and job placement.
- 4. Faculty Development:** Focuses on hiring plans, enhanced research environment, research release time, research workshops, and shift away from faculty advising.
- 5. Institutional Outreach:** Focuses on Centers / Institutes, Visiting Committee, intl. partnerships.
- 6. College Reputation:** Focuses on creating and sustaining college "distinctions" in programs.

#### IV. Faculty of the College

The Faculty of the College of Business consists of the members of the ordinary and extraordinary faculty, defined by the university (*Loyola University New Orleans Faculty Handbook Chs. 4 & 15*) as follows:

*The Ordinary Faculty are those faculty members who are tenured and those whose time in rank accrues to tenure. Each non-tenured member of the Ordinary Faculty is considered to be on probation.*

*The Ordinary Faculty devote their main effort to teaching and scholarly activity and have full-time appointments to one of the four academic ranks of Instructor, Assistant Professor, Associate Professor or Professor.*

*Extraordinary Faculty are those whose time in rank does not accrue to tenure:*

- *A Lecturer is a member of the Extraordinary Faculty, serving the University in an academic capacity, whose academic qualifications would have otherwise admitted him or her for an Ordinary Faculty position.*
- *A Visiting Professor is one who either does hold or is qualified to hold professorial rank at an institution of higher education and is temporarily serving full-time as a faculty member at this University.*
- *An Adjunct Professor is one who holds or is qualified to hold a professional position at an institution of higher education and is temporarily serving part-time as a faculty member at this University.*

#### General Expectations of Faculty

Faculty are expected to adhere to all Loyola University New Orleans policies and procedures as put forth in the University Faculty Handbook, By-Laws, and other governing documents.

Faculty are expected to actively participate in the governance of the college, **and to engage in high quality teaching, research, and institutional and community service.**

Faculty are responsible for any academic advising or committee appointments assigned in addition to their course loads and service or research expectations.

Faculty are responsible for enacting the “Awaken, Enlighten, Transform” vision **and for living out the organizational values of Loyola University and the College of Business.**

#### Expectations of Adjunct Faculty

When enrollments indicate that additional faculty support is required, adjunct faculty may be temporarily hired to fill this need. Employment is an agreement for one semester or term, executed between the adjunct faculty member and the College. Adjunct professors must meet the current AQ or PQ requirements (see Faculty Qualification section) to be qualified in the area of the course to be taught.

The associate dean or a faculty area scheduler is responsible for ensuring that the adjunct faculty member is familiar with and follows the academic policies of the University and the College. Adjunct faculty may attend faculty meetings as guests, but do not have voting privileges. Adjunct faculty may be assigned to College of Business committees in an advising capacity, but do not ordinarily serve on committees.

#### **IV.1. Professional Responsibilities for Faculty**

The professional responsibilities of a faculty member fall into three categories:

1. Instruction & Advising
2. Research & Publication
3. Service & Development

##### **Instruction & Advising Responsibilities**

Loyola University New Orleans is a teaching institution. As such, we the Faculty of the College of Business shall assign our highest priority to teaching excellence.

This responsibility has three dimensions:

1. We shall pursue teaching excellence in the classroom.
2. We shall interact with students around curricular and co-curricular issues, both inside and outside of the classroom.
3. We shall advise and mentor students to reach their fullest potential.

Class preparation, classroom teaching, and curriculum development constitute the primary demands on our time. Other student contacts around class or co-curricular issues are expected to occur during office hours, especially for discussion of course material and student advising. Faculty shall make this time available for students.

##### **Office Hours for Instructional Support**

In support of classroom instruction and for student advising around curricular or co-curricular issues, each faculty member shall post office hours during which they will be available for walk-in conferences or appointments. Should the official office hours not be convenient for students, most faculty will also choose to indicate that they are willing to make appointments at other mutually agreeable times. A minimum of 2 office hours per week is mandated for faculty per each 3-credit hour course taught. Office hours shall be posted on your office door at the beginning of each semester.

##### **Research & Publication Responsibilities**

Each faculty member shall engage in research and develop personal scholarship. These activities should reinforce and vitalize teaching; they should not supersede it. In the College of Business, faculty members are also expected to meet the standards of their Academic or Professional Qualification, as defined in the Performance Evaluation / Standards section of this handbook.

Obtaining and maintaining AQ or PQ status is a necessary condition to uphold the values we espouse as a college, to contribute to the attainment of our mission, to perpetuate our institution's Jesuit heritage and reputation for delivering high quality educational experiences, and to maintain AACSB accreditation.

Conversely, obtaining or maintaining such status is not a "sufficient" condition to warrant such key performance related outcomes as re-appointments, continued service, or merit raises. The articulation of these standards should not be construed as setting either minimum or maximum performance targets or hurdles. Professional scholarly research and publication responsibility in the normal course of faculty activity is a similar, but separate, demand on a faculty member's time, and will be evaluated on its own merit, apart from its effect on obtaining or maintaining AQ or PQ status for that faculty member.

## Service & Development Responsibilities

Each faculty member shall be expected to contribute to the general welfare of the community, as well as the College and University, through such activities as working on committees, serving as advisor for student organizations, being actively involved in civic and cultural life, cooperating in student recruitment, and participating actively in professional societies. Faculty should participate in at least one of the above list.

Most frequently, such service is rendered through membership on committees and student support as described above. Additional forms of service may include, but are not limited to, service to professional organizations, attendance of formal academic ceremonies or other University-sponsored programs, pre-approved consulting, or membership in professional capacity on public or not-for-profit boards.

In addition to providing service to the community and institution, each faculty member shall recognize the necessity of continually engaging in personal professional development. Personal professional development can be achieved with a variety of activities, which include, but are not limited to, attendance of academic or professional conferences, participation in instructional workshops or seminars, pre-approved consulting, faculty internships, and approved sabbatical or academic leaves.

## IV.2. Policies and Procedures for Calculating Ordinary Faculty Loads

Teaching load assignments are guided by the University (*University Faculty Handbook Ch. 7*) as follows:

*12 credit hours per semester is the maximum teaching load for the Ordinary Faculty of Loyola University New Orleans. A 12 credit hour teaching load will involve no more than 3 lecture course preparations.*

Most faculty in the College of Business teach 9 or fewer credit hours per semester, and usually have only 2 course preparations. Course loads are defined in the initial faculty contract with the College, and typically persist as contracted unless renegotiated. The Dean's Assistant maintains a record of contracts.

Contracted teaching loads do not, unless explicitly stated, include a selection privilege for either the days or times associated with a weekly course schedule. Faculty may make requests to the Dean or their area scheduler, but are ultimately expected to teach their full contracted load on the assigned days and times.

### Adjustments to Teaching Loads

The University Faculty Handbook (*Ch. 7*) lists a number of possible reasons for teaching load adjustment. The most common reasons are added administrative duties, prep work for new course development, formal research or scholarship, and heavy advising or service duties. Research efforts for general course preparation and normal professional service in committee or advising work do not typically warrant workload reduction. Any reduction from the contracted load (typically 9 credit hours per semester for College of Business faculty) is subject to change and subject to the approval of the Dean. Reductions for faculty teaching exclusively or primarily in the graduate programs of the College (a reduction such as this would typically be given to ensure adequate time for development of these more demanding courses) are subject further to the approval of the Director of Graduate Programs.

## Summer Session Teaching

Teaching in the summer session is typically considered out-of-load for College of Business professors (most or all of whom will be on standard 9-month contracts for Fall/Spring teaching only). However, all members of the Ordinary faculty are eligible to teach in summer sessions for additional compensation.

University guidelines (*University Faculty Handbook Ch. 10*) concerning summer teaching are as follows:

*Faculty members on 12-month contracts are obligated to teach 6 credit hours each summer as a part of their regular contract. This requirement may be modified for those with heavy administrative duties or for other appropriate reasons. Such modifications must be approved by the Dean of the College. Faculty members on 12-month contracts, whose primary responsibility is teaching, are entitled to every third summer off for research or professional development.*

*Members of the Ordinary Faculty on 9-month contracts (most College of Business faculty) are not entitled to summer employment unless they are returning the following academic year. If the faculty member resigns before the Summer Session begins, but after signing a Summer Session contract, that contract is rendered null and void.*

*The Summer Session is an integral part of the University, and faculty involved in it are expected to fulfill all the normal obligations of their position as outlined in [the College by-laws] and the University Faculty Handbook. Members of the Ordinary Faculty have priority over part-time and visiting faculty for Summer Session appointments.*

## Study Abroad Teaching

Unless otherwise contracted, all teaching of study abroad courses or programs will be considered out-of-load, regardless of the length of the program or the semester or session in which it is conducted. Study abroad teaching will be compensated by a standard honorarium as set by the University.

## IV.3. Procedures for Initial Appointment of Faculty

With a faculty position approved for hire by the provost, the dean appoints a search committee chair. Together the dean and chair appoint 2-4 additional committee members that represent the functional area of the open position and one general (outside the functional area) faculty. At least 50%, to the extent possible, of the members must be tenured faculty. The purpose of the committee is to identify viable candidates for the open faculty position and arrange on-campus interviews.

Searches shall comply with Loyola hiring guidelines. Specifically, upon acceptance to a search committee members recognize the conditions of confidentiality. The name, background, personality and character of any candidate and the proceedings of the committee shall be maintained in strictest confidence by all members of the committee and administrative personnel who have access to this information. This principle does not preclude the revelation of names of candidates in officially authorized efforts to obtain outside appraisals in compliance with Loyola standards.

The search committee acts according to the guidelines set forth on the following page.

1. The search committee shall prepare the advertisement and work with the dean's assistant to place the advertisement with appropriate organizations.
2. The committee chair shall collect applications and make all applicants and their documentation available to the committee and other faculty for review.
3. The committee shall screen applicants' documentation using the pre-determined job criteria. If needed, the committee should use phone interviews to further screen applicants.
4. Through the screening process the committee will identify at least 3 suitable candidates (unless 3 are not found), who can be invited on campus to interview. Faculty will approve exceptions to this policy.
5. During the on-campus interview, the candidates will, 1) meet with faculty, dean, and provost, as appropriate, and, 2) make two presentations: a research presentation and a teaching presentation.
6. All faculty involved in the candidate review and interview process can provide feedback to the dean on the acceptability of the candidates.
7. A confidential ballot will be submitted to each Ordinary faculty member and to those faculty with a full-time, multiple-year contract for three or more years or who have been teaching in the College of Business full-time for at least three consecutive years.. The ballot will solicit the following:
  - a. The academic functional area of the voting faculty, e.g. Accounting, Economics, Finance, Management, and Marketing. Specialty areas such as International Business can also be noted.
  - b. For each candidate:
    - i. Acceptable or unacceptable as CoB faculty and then rank the candidates, or abstain.
    - ii. Comments on teaching, research, and service qualifications
8. A current faculty member who has applied for the sought position may not vote on the ballot.
9. Ballot votes will be counted and comments compiled by both a member of the dean's office and a member of the search committee.
10. In order for a candidate (and his/her ballot data) to be presented to the dean, both 1) faculty in the functional area and 2) general (not functional) faculty must approve the candidate with a majority of those voting (not abstentions). If either 1) faculty in the functional area or 2) general faculty veto a candidate, then that candidate will not be forwarded to the dean.
11. At this point, the dean may:
  - a. Select one of the presented candidates to offer the position,
  - b. Request from the committee that the search be continued, or
  - c. Pursue other options as appropriate to the vision, accreditation, or overall effective operation of the college.
12. The dean will negotiate with the select candidate the salary and terms of employment equitable with college and university practices and obtain approval by the Provost. Additionally, faculty hired with rank above assistant and/or tenure must obtain approval of the ordinary faculty with the rank and tenure status being offered.

The same search process will be used for contract, visiting, tenure-track and tenured positions, and administrators.

### **Appointment of Part-Time Extraordinary Faculty**

Part-time extraordinary faculty members (i.e. adjunct professors) serve on a single-semester basis and are employed on the basis of specific need. Duties are specific, with no additional responsibility implied. Part-time faculty members do not normally attend regular faculty meetings and normally are not requested to serve on committees. The Dean makes appointments, with advice from the area scheduler, area faculty, and other faculty when appropriate.

### **IV.4. Procedures and Criteria for Determining College Recommendations for Tenure, Promotion, and Reappointment of Ordinary Faculty**

The University Faculty Handbook (*Chapters 4-9*) establishes principles, standards, and procedures in regard to appointment, reappointment, promotion, and tenure of ordinary faculty members. Operating principles and procedures established herein for the College of Business are intended to supplement, not revise or amend, University policies. The purpose, membership, and responsibilities of the College Rank & Tenure Committee are outlined below and in detail in the College By-Laws.

#### **Calendar for Rank and Tenure issues**

September 1	Provost notifies deans of those faculty eligible for promotion
November 2	Deadline for College R&T committee to begin review of promotion and tenure cases
January 4	College R&T committee's recommendations due to the deans and to the candidates
February 17	Dean's recommendations on tenure and promotion due to the provost
March 31	Provost's decisions due to the candidates

#### **IV.4.A. COLLEGE RANK & TENURE COMMITTEE**

##### **Organization of the Committee**

The ordinary faculty shares with appropriate administrative officers the responsibility for recommending to the Vice President for Academic Affairs actions concerned with promotion and tenure. Through faculty governance, faculty members have an important voice in choosing their colleagues.

Faculty approval of the granting of tenure and promotion lies with all members of the faculty who currently and tenured and hold the rank of being sought by the applying candidate. While all members of the faculty may and should offer their input and attend all discussions, only those faculty members holding the designation for which the candidate is being considered may vote on that decision. That is, voting for any candidate seeking tenure may only be done by members of the faculty who have tenure at the time of the vote. Likewise, faculty members seeking promotion to Associate Professor may only be voted on by members of the faculty holding the rank of Associate Professor or Full Professor, and only Full Professors may vote for those candidates seeking promotion to Full Professor. Voting will be held by secret ballot. Neither the Dean, Associate Dean(s), or Assistant Dean(s) shall participate in the faculty discussion and/or vote on tenure and promotion.



## Procedures of the Rank & Tenure Committee

The following general procedures guide the Rank and Tenure Committee meetings:

1. A Chairperson for the Rank and Tenure Committee shall be elected at the regular spring faculty meeting in which election of officers occurs. All tenure track faculty members, regardless of rank, are eligible to vote. Length of term shall be three years.
2. A Vice-Chairperson for the Rank and Tenure Committee shall be elected at the regular spring faculty meeting in which election of officers occurs. All tenure track faculty members, regardless of rank, are eligible to vote. Length of term shall be three years. The Vice-Chairperson shall assist the Chairperson and stand in for the Chairperson during his/her absence.
3. The Chairperson will communicate with candidates to ensure that all materials needed for a decision have been submitted for inspection. These materials shall be placed in the Dean's Office in hard copy and on Blackboard in electronic form.
4. Meetings of the Rank and Tenure Committee are mandatory for all members of the faculty qualifying to vote on the proposed candidate.
5. A quorum for all meetings must consist of two-thirds of all faculty members qualified for voting in the election. All faculty members unable to participate in the process because of being on leave or sabbatical will be excluded in the count of total faculty members needed to determine a quorum. This requirement means that there must be a quorum declared for each vote being taken, potentially (1) tenure, (2) promotion to rank of Associate Professor and (3) promotion to rank of Full Professor. If a quorum is not declared, a new meeting for any decision requiring a quorum for that decision will be rescheduled. The meeting shall proceed for any decision for which a quorum has been declared.
6. The Chairperson shall designate a member to take minutes. These minutes shall be stored in electronic form on the college's electronic server.
7. It is the duty of each voting member to have reviewed all documents relevant to the decision prior to attending the meeting.
8. Should the committee require more than one meeting, no one will be allowed to vote who has missed any meeting.
9. A positive recommendation is defined as the candidate having received a positive approval vote of two-thirds of those eligible to vote, meaning those "qualifying by status" as described above and in attendance at all relevant meetings. No proxies can be given for voting.
10. All deliberations of the Committee pertaining to a candidate for promotion or tenure are considered strictly confidential and must not be discussed or communicated in any way beyond the Committee membership, except to communicate the formal recommendations of the Committee to the Dean and the candidate through the Committee Chairman, as prescribed by the University Handbook and the Rank and Tenure Committee Policy on Promotion and Tenure. All communication between the Committee and any outside party regarding a candidate must take place through the Chairman, unless the Committee authorizes an alternative communication path in advance by a majority vote. All members are expected to insure that any documents in their possession pertaining to a candidate are treated with the greatest caution to insure that they do not accidentally pass to anyone who is not authorized to see them. If a member of the Committee is accused of intentionally breaching confidentiality, the Committee shall undertake an investigation of the incident. If this investigation produces strong evidence that a significant violation has occurred, the Committee will refer the issue to the ordinary College faculty for disposition to include possible removal from any future meetings as a member from the Committee.

All input provided by this committee is advisory only. According to the University Faculty Handbook, the final decision regarding promotion and tenure rests exclusively with the Provost, President and Board.

#### **IV.4.B. PROMOTION & AWARDING OF TENURE**

##### **General Criteria for Promotion & Awarding of Tenure**

Recommendations for promotion and/or the awarding of tenure should be based on reasonably objective criteria. The emphasis must be upon judging the overall quality of a candidate's performance. Consistent with the College mission, the criteria for promotion and tenure are based upon the following areas and ranges of weights:

Instructional Responsibilities	50% - 65%
Intellectual Contributions	25% - 40%
Institutional or Other Service	10% - 25%

The area of instructional responsibilities is comprised of two components: teaching and advising. Within the category of instructional responsibilities, teaching will account for 80% to 90% of instructional responsibilities; advising will account for 10% to 20% of instructional responsibilities.

As noted, teaching will receive primary emphasis. A faculty member is expected to pursue and achieve teaching excellence in the classroom and engage in significant interaction with students relative to curricular and co-curricular activities. A faculty member is expected to provide service activities that contribute to the general welfare of the internal and/or external communities. In regards to scholarly activity, the minimum acceptable performance is described below by candidacy status. A candidate for tenure or promotion who did not spend the five years prior to candidacy at Loyola University New Orleans will have to demonstrate continuing scholarly productivity while at Loyola.

A doctorate or other terminal qualification should be a precondition for appointment, reappointment, promotion or tenure. Consideration of a candidate for promotion or tenure shall follow the timetable established in the Faculty Handbook of Loyola University New Orleans.

##### **Criteria for Tenure & Promotion to Associate Professor**

Candidates for tenure or promotion to the rank of associate professor must demonstrate active and continuing scholarly productivity that contributes to the candidate's development and enhances his/her academic discipline and the reputation of the College of Business and Loyola University New Orleans. Broadly speaking, scholarly productivity includes refereed academic publications in the candidate's discipline, other business-related disciplines, refereed academic publications on educational methodology, publications in professional journals or magazines, text or trade books, published cases, papers presented at scholarly meetings, monographs, and all other means for the widespread distribution of scholarly productivity. Of these publication venues, refereed scholarly publications in the candidate's academic discipline are the most important, since reputation is most often developed through prestigious journal publications.

The quantity and quality of scholarly productivity are both important in the evaluation process. While quantity of publications can be indicative of scholarly activity, the quality and impact of scholarly activities are more indicative of intellectual contribution to the body of knowledge. A candidate's publications should make a demonstrable contribution to the literature of the candidate's discipline. For tenure or promotion to associate professor, refereed journal articles in combination with the candidate's body of other scholarly productivity will be used to judge the viability of the candidate.

A candidate for tenure or promotion who did not spend the five years prior to candidacy at Loyola University New Orleans will have to demonstrate continuing scholarly productivity while at Loyola. In addition, the candidate must demonstrate a strong promise of continued scholarly productivity through a well-defined scholarship agenda, works in progress, manuscripts under review, working papers, presentations at conferences, editorial boards, and/or other scholarly activity.

### **Criteria for Promotion to Full Professor**

The scholarly productivity required for promotion to full professor is higher than that required for promotion to associate professor. Although promotion to rank of both associate and full professor defines scholarly productivity in the same way, greater emphasis is placed on contribution to the body of knowledge and to the application of that knowledge when candidates seek promotion to the rank of full professor.

Candidates for the rank of full professor must document a collected body of scholarly productivity appropriate for that rank, a continuing stream of high-quality scholarly productivity while in the rank of associate professor, and a strong promise of continued scholarly productivity. A candidate for promotion to full professor who did not spend the five years prior to candidacy at Loyola University New Orleans will have to demonstrate continuing scholarly productivity while at Loyola.

### **Pre-Tenure Review for Candidate for Promotion or Tenure**

On or before January 15 of the candidate's third academic year, the candidate should submit to the Committee appropriate materials that the Committee will consider in conducting a third year pre tenure review of the candidate. These materials should include a current curriculum vitae, annual reports, evidence of teaching effectiveness, documentation of scholarly productivity and substantiation of service activities.

A meeting will be called by the Chairperson of the Rank and Tenure Committee, constituted as described above, before April 1st. In this meeting, associate and full professors holding tenure will meet to discuss the submitted information prior to April 1. Based on this meeting, the Chairman of the Committee shall prepare a memorandum containing the Committee's assessment of the candidate's progress regarding tenure consideration, and the rationale behind the assessments of teaching, research, and service. This written assessment will be forwarded to the candidate on or before April 15.

On or before September 1st of the candidate's fourth academic year, the candidate should submit to the Committee an updated vitae, teaching evaluations for the spring semester, copies of scholarly output accepted for publication since the third year review, and any other materials the candidate deems appropriate in response to the developmental review undertaken during the spring term.

Following a review of provided information, the Chairman of the Committee shall seek comments from voting members of the Committee in regard to the candidate's progress since the previous assessment, and the Chairperson will prepare a memorandum containing the Committee's assessment of the candidate's progress, including the rationale behind the assessments of teaching, research, and service. The Committee will also formulate a recommendation as to whether the candidate should be retained by Loyola University. This written assessment and recommendation will be forwarded to the Dean and the candidate's area chairperson on or before October 15.

### **Review Process for Promotion or Awarding of Tenure**

On or before October 1 of the academic year during which a faculty member will be a candidate for promotion or tenure, the candidate should submit a packet of appropriate materials to the Chairperson of the Rank and Tenure Committee. These materials should include those to which reference has been made in this document. Accompanying these materials should be a letter addressed to the Chairperson in which the candidate declares the appropriate weights for instructional responsibilities, intellectual contributions, and service to be used in the evaluation. The Chairperson shall notify the candidate upon receipt of materials.

Following a thorough review of all information, the Chairman of the Committee shall prepare draft of a memorandum containing the Committee's recommendation based on notes taken during the meeting, the numerical results of the vote, and the rationale behind the recommendation in regard to assessments of teaching, research, and service. This draft will be posted for comments by voting members of the committee. Edits will be made into a final draft and this entire written record forwarded to the Dean and the candidate on or before January 1. If relevant, a written explanation of the decision of the voting members(s) in the minority must also be included in the memorandum.

### **Reconsideration of Recommendation to Promotion or Tenure**

In the case of a negative recommendation by the Committee, the candidate may, within ten business days from the time written notice of the recommendation is sent to the candidate, submit a written request for reconsideration with reasons and supporting documents as appropriate. If the candidate requests reconsideration, the Committee must complete its consideration of the petition for reconsideration and submit its written report to the Dean and the candidate within ten business days from the date the request for reconsideration is sent.

### **Evaluation for Promotion & Awarding of Tenure**

The Committee will make its evaluation for promotion and/or tenure upon the basis of a packet containing the information necessary for the voting members of the Committee to make a sound decision. The major initiative for presenting a good case for promotion or tenure lies with the candidate. The candidate is in the best position to describe personal achievements, professional contributions, and plans for the future. Each candidate must accept responsibility for describing performance and capabilities in a manner that is meaningful to colleagues who may be unfamiliar with personal qualifications and achievements within the field of specialization.

### **Responsibility of Promotion or Tenure Candidate**

Each candidate has an option to appear before the Committee. In this regard, the candidate should:

1. Be familiar with the most recent revision of the Rank And Tenure section of these by-laws. Any questions of interpretation of this document should be directed to the Chairperson of the Committee.
2. Be familiar with the appropriate sections of the University Faculty Handbook.
3. Understand what information is desired in the annual report and how to organize it. A candidate may feel uncomfortable in systematically collecting evidence about his or her own accomplishments. Discussion with a colleague is often helpful in clarifying what criteria are used to evaluate achievements in the University and what evidence is relevant for those criteria.

4. Accumulate evidence on achievements in a systematic manner. A candidate may wish to set up file folders into which notes, publications, programs, and other materials can be deposited.
5. Provide evidence of teaching effectiveness, using data from student evaluations, testimonials, and other objective measures of student success.
6. Provide documentation of scholarly productivity in a manner that facilitates evaluation by the CBA Rank and Tenure Committee. When possible, candidates should submit their publications as original issues of journals, rather than copies or reprints of articles. Candidates are encouraged to submit a brief description of each of their publications, describing the importance of the publication topic, quality of the journal, and contribution of the publication to the candidate's development and that of his/her academic discipline. For multiple authorship articles, the candidate should describe the nature and extent of his/her contribution to the joint publication effort. As part of the evidence of scholarly productivity and reputation, the candidate may present letters of recommendation and testimonials of contribution from respected scholars in the field.
7. Provide substantiation of service to the internal university community, as well as activities outside the university.
8. Present the information in an organized packet in hard copy and posted electronically.

#### **Eligibility & Selection Process for Endowed Professorships**

Appointments for Professorships in the College of Business are made for a 3-year period, contingent upon satisfactory performance as evidenced in an annual report submitted to the Dean. Appointments commence with the beginning of the applicable Academic Year. Each Professorship provides the recipient with a discretionary account of at least \$5,000 per year. The account can be used to provide support for travel, graduate assistants, computer software and hardware, database and/or journal subscriptions. The principal restriction is that funds cannot be used to supplement salary. The rank of tenured associate professor or tenured professor is required for all endowed positions

Professorship recipients are expected to submit to the Dean by September 1 of each year a proposed budget for the academic year, and by June 1 an annual report outlining academic accomplishments.

In the third year of appointment of any given Professorship the Dean will announce a call for applications for Professorship appointments. Applications, due April 15, should include a copy of the applicant's vita and a statement as to how the appointment will lead to an enhancement of research and teaching.

## **IV.5. Procedures and Criteria for Annual Performance Evaluation**

### **Student Evaluation of Faculty**

The College shall establish appropriate course evaluation forms for the business discipline. The purpose of the student evaluation of course instruction form is to give feedback to the instructor and to guide the faculty teaching evaluations. All classes will be evaluated using the College of Business student evaluation of course instruction form. Normally, the form will be distributed by the Dean's Office to faculty prior to finals week. Faculty or a staff member should give the evaluation materials to a student in the class who will administer the survey and deliver it to the Dean's office in a sealed envelope. The faculty or staff member may not be in the room while the evaluation is administered. Completed course evaluation forms will be tabulated by the College Assessment Coordinator and the instructor will receive the tabulations only after the final grades for the course have been submitted.

All course evaluation scores will be reported to the instructor and to the Dean no later than the beginning of the semester immediately after the evaluation. These scores will become part of the annual self-evaluation and subsequent review of all ordinary full-time faculty. Course evaluation scores for untenured ordinary faculty and ordinary faculty being evaluated for promotion and tenure will be forwarded to the College Rank and Tenure Committee as appropriate. No effort will be made to provide a written interpretation of the results. Mean scores for individual and total questions will be calculated. Additionally, College composite means by individual and total test forms will be calculated. Individual and composite means for comparison will be provided to the faculty member and any evaluating body.

### **Dean's Evaluation of Ordinary Faculty**

Professional evaluation for the purpose of assessing fulfillment of performance standards and making salary and/or merit raise determinations is conducted annually by the Dean of the College.

Each faculty member completes an annual written self-evaluation, explaining activities during the past calendar year. The evaluation should follow the activity report template, which will be provided to the faculty by the Dean's Assistant. The written self-evaluation should provide evidence of sustained activity in fulfillment of all areas of professional responsibility, as described previously, and of activity in areas where the faculty member believes meritorious distinction beyond expected output has been achieved.

The Dean will fill out a Faculty Evaluation Form rating the teaching, research, and service achievement of each faculty member, based on the provided activity report. Scores in "x" values will be assigned using a rating scale from 1 ("poor") to 5 ("excellent"), in increments of 0.5 points. Scores will be multiplied by the faculty's assigned weights for each category, and the weighted scores summed to obtain a total.

The total sum of "x's" across all College faculty will be divided into the raise pool of available dollars to arrive at a suggested value of each "x" rating point. The raise pool will be adjusted as necessary for %age variances due to the tails of the salary distribution. For each faculty member, the total "x" score will be multiplied by the "x" dollar value obtained above to guide salary recommendations to the Provost.

Before raises are recommended by the Dean to the Provost, each faculty member will have the opportunity to meet with the Dean to discuss the written summary of meritorious service and to provide whatever information is deemed relevant to salary raise consideration. Faculty may schedule a meeting with the Dean to discuss the Dean's recommendation to the Provost. The faculty member may appeal the Dean's decision to the Provost, whose decision is final. The appeal must be accompanied by all written material referenced in these guidelines as well as a salary history of the faculty member.

#### IV.5.A. PERFORMANCE STANDARDS FOR ORDINARY FACULTY

Faculty are expected to fulfill the professional responsibilities of their contract with the College, as described in section IV.1. This includes instruction and advising, research and publication, and service and development activities. Additionally, faculty are expected to uphold and maintain their academic or professional qualification, in support of AACSB accreditation. Finally, faculty are expected to maintain a high ethical standard in all of their professional conduct, especially as it concerns their scholarly work.

##### Determination of Faculty Qualifications

Faculty members may be categorized as Academically Qualified (AQ), Professionally Qualified (PQ), or Other. Except in the most unusual or extreme circumstances, College of Business faculty will be designated as either Academically Qualified or Professionally Qualified. The focus of both qualification conditions is to ensure that faculty members have sufficient intellectual capital to be effective classroom teachers.

##### Academically Qualified Status

For College of Business faculty to maintain the necessary currency to teach in the Jesuit tradition and uphold Loyola standards of educational excellence they must fulfill the requirements for either **A** or **B** below in a rolling 5-year period, as specified by AACSB.

- A.** A Doctoral/Terminal Degree (including J.D.) in Discipline or Related Field, **and**:
  - i. **2** peer- or editorially reviewed journal articles (PRJ),
  - ii. **1** journal article (PRJ), plus **2** other quality publications (QP),
  - iii. **1** journal article (PRJ), plus **1** other quality publication (QP), plus **2** other intellectual contributions (OIC), **or**
  - iv. **2** quality publications (QP) and **3** other contributions (OIC).
  
- B.** Other Unrelated Doctoral/Terminal Degree or Masters Degree, **and**:
  - i. **2** journal articles (PRJ), plus **1** quality publication (QP),
  - ii. **1** journal article (PRJ), plus **3** quality publications (QP),
  - iii. **1** journal article (PRJ), plus **two** quality publications (QP), plus **two** other intellectual contributions (OIC), **or**
  - iv. **2** quality publications, plus **4** other contributions (OIC)

Faculty who have a significant load (more than half over a three-year rolling period) in the M.B.A. or other graduate programs or faculty who have significant reductions in teaching load for other than administrative reason (endowed chair, professorship) are expected to produce **proportionally more** qualifying outputs to satisfy either condition. The Dean, Associate Dean, or Area Chairperson will monitor and assess faculty in this position on case by case basis and make appropriate determinations.

##### Accepted Academic Activities

A quality publication (QP) is a published or otherwise disseminated intellectual work that has gone through a review process and is subject to rejection or significant modification and is readily available for public consumption and/or critique.

Examples of accepted **quality publications [QP]** include:

- Peer or editorially reviewed articles in practitioner publications
- Peer or editorially reviewed articles in chronicles, magazines, newspapers
- Peer or editorially reviewed articles on the internet or other media format
- Articles published in peer-reviewed conference proceedings
- Chapters in an editorially-reviewed or peer-reviewed book
- Casebook or cases published through a nationally-recognized publisher
- Edited or authored books published by recognized and independent publishers
- Software packages in the teaching or related discipline, reviewed and used in multiple institutions
- A white or thought paper disseminated by AACSB, PEW, or other high quality institution/organization
- Other types of market-tested, refereed publications approved by the Dean

Other intellectual contributions (OIC) exist in a publicly disseminated form, and are readily available for scrutiny by academic peers, professionals or community.

Examples of accepted **other contributions [OIC]** include:

- Book reviews or editorial reviews for journals or texts
- Authorship of non-reviewed books
- Popular press articles or editorials
- Serving as an expert witness
- Trade presentations and/or conference, seminar, or colloquia presentations
- Government research reports
- Funded grant proposals from external source in excess of \$2,500.00
- Teaching a class which is part of the core or elective classes at an institution in another country
- Creating and delivering executive education or continuing education courses that are independently evaluated for organizations, professional societies, or governmental agencies
- Presenting descriptions of the design and implementation of new curricula, courses, teaching methods, or methods of assessment at outside institutions
- Maintaining an active consulting practice with multiple ongoing clients
- Serving as a member of a board of directors for a company or not-for-profit
- Publishing (and sustaining) a newsletter or sequence of reports that attracts a robust subscription
- Operating or owning a profitable business with substantial annual revenues
- Obtaining new (and appropriate) professional certification(s)
- Creating, delivering, and assessing a significant course learning enhancement such as a simulation, course workbook, or text supplement.
- Other types of intellectual contributions approved by the Dean

### **Professionally Qualified Status**

The standards for professional qualification are divided into sufficiency and currency. Faculty must fulfill the requirements of each category to be professionally qualified.

#### **A. Sufficiency**

Generally a Masters degree in a field related to teaching responsibilities and significant professional experience in duration and level at the time of hire

#### **B. Currency**

Significant continued engagement in accepted professional activities during the current 5-year period, as judged by the relevant college administrator



### Accepted Professional Activities

- Professional activities should be aligned with the field of expertise / teaching.
- Examples of accepted professional activities include:
  - All of the activities listed above for Academic Qualification, and
  - Ongoing work or consulting experience in the appropriate field
  - Presentation of continuing education seminars
  - Enrollment in professional education classes
  - Obtaining an appropriate professional certification
  - Operating a successful business in the appropriate field
  - Serving on the board of a for-profit corporation or a not-for-profit organization
  - Serving as an officer in national, regional, or local associations
  - Publishing a newsletter or other widely-distributed report
  - Provide professional commentary to news media on a frequent basis
  - Supervising a foreign study program in a related field
  - Maintaining a professional license such as CPA, Bar, etc
  - Other professional activities approved by the relevant administrator

### Determination of Participation Status and Expectations of Status

In accordance with AACSB Standard 9, the College of Business recognizes the distinction between participating and supporting faculty members in assessing sufficiency of the faculty.

**A participating** faculty member actively engages in the activities of the College in matters beyond direct teaching responsibilities. Such matters might include policy decisions, educational directions, advising, research, and service commitments. The faculty member may participate in the governance of the College, and be eligible to serve as a member on appropriate committees that engage in academic policymaking and/or other decisions. The individual may participate in a variety of non-class activities such as directing extracurricular activity, providing academic and career advising, and representing the College on institutional committees. The individual may be eligible for, and participate in, faculty development activities. Generally, the **participating faculty** consists of all persons appointed to a tenure or tenure-track position with the title of Professor, Associate Professor, Assistant Professor, or Instructor. These individuals submit a yearly form which details their involvement in College and University activities. Other faculty members on fixed-term instructional contracts can be considered participating. Those individuals must present yearly an updated resume and a list detailing their involvement in the College and University.

**A supporting** faculty member at the College of Business does not substantially participate in the intellectual or operational life of the College beyond the direct performance of teaching responsibilities. The **supporting faculty** consists of those faculty who are in fixed-term, non-continuous, non-tenure-track positions. Typically, supporting faculty members are hired on a contractual basis to teach one or several courses.

In determining whether a faculty member will be considered participating, the College of Business considers **paramount** the faculty member's commitment to:

- **Curriculum Design:** The faculty member is engaged in the process of creation, monitoring, evaluation, and revision of curricula.
- **Course Development:** The faculty member is engaged in choosing and creating learning experiences, media, and instructional materials
- **Assessment of Learning:** The faculty member is engaged in setting and developing learning goals and assessments for each course, and in implementing assurance of learning standards.

## Research Code of Conduct

The Faculty of the College of Business adopt the following Code of Conduct for research.

**General Principles:** Research is the advancement of knowledge. This Code of Conduct prescribes standards of work performance and ethical conduct expected of all persons engaged in research in the College of Business. It is based on the following guiding principles:

- Individuals conducting research should demonstrate integrity and professionalism, observe fairness and equity, avoid conflicts of interest, and assure the safety and confidentiality of those associated with the research.
- Research methods and results should be open to scrutiny and debate.
- Research requires the independent academic involvement of the researcher.

**Authorship:** The author of a research paper or publication should have had a substantial participation in the creation of the paper or publication. This participation is usually evidenced by the following:

- Participating in the conception, design, analysis, and interpretation of the relevant research materials, sources, databases, and survey instruments
- Drafting of the paper or article or revising it critically for important intellectual content, and
- Giving final approval of the version to be published.
  - Participation solely in the acquisition of funding or collection of data is not sufficient for a person to be attributed as an author. General supervision is not sufficient for authorship.
  - An author, consistent with the above definition, may not be excluded as an author without the author's permission in writing.
  - Co-authors of a research output should discuss and reach agreement on the order in which authors shall be listed.
  - Other persons who contributed to the work who are not authors should be acknowledged. Authors must recognize the work of students, graduate assistants, and others who have contributed to the research, in a manner consistent with the practices of the discipline.
  - Honorary authorship is unacceptable. Honorary authorship occurs when a person is listed as an author of a paper or publication in a manner inconsistent with the above definitions
  - Mentorship, by definition, requires the lead author to involve the Mentee in the research paper or publication in a meaningful way. A Mentor is solely responsible for determining if the Mentee qualifies to be listed as a co-author.

**Publication:** Publication of more than one paper based on the same set(s) of data and conclusions is not acceptable, except where each subsequent paper fully cross-references and acknowledges the earlier paper (for example, in a series of closely related works). Our publication guiding principles are as follows:

- An author who submits substantially similar work to more than one publisher must disclose this to the publishers at the time of submission, in a manner consistent with the practices of the discipline.
- Publications must include information on the sources of financial support for the research.
- Deliberate inclusion of inaccurate or misleading information relating to research activity in curriculum vitae, grant applications, job applications or public statements, or the failure to provide relevant information, is a form of research misconduct. Accuracy is essential in describing the status of publication (submitted, accepted), research funding (applied for, granted), awards conferred, and where any of these related to more than one researcher.
- All reasonable steps must be taken to ensure that published reports, statistics and public statements about research activities and performance are complete, accurate and unambiguous.

**Research Misconduct:** Research misconduct involves a failure to comply with the provisions of this Code of Conduct or other applicable standards of conduct. In general, research misconduct includes fabrication, falsification, plagiarism, or other practices that seriously deviate from those that are commonly accepted within the research community for proposing, conducting, or reporting research. It includes the misleading ascription of authorship including the listing of authors without their permission, attributing work to others who have not in fact contributed to the research, and the lack of appropriate acknowledgment of work primarily produced by a research student/trainee or associate. It does not include honest errors or honest differences of interpretation or judgments of data. Examples of misconduct include:

**Misappropriation:** A researcher or reviewer shall not intentionally or recklessly:

- Plagiarize, which shall be understood to mean the presentation of the documented words or ideas of another as his or her own, without attribution appropriate for the medium of presentation
- Making use of any information in breach of any duty of confidentiality associated with the review of manuscript, grant application, or report, or
- Intentionally omitting reference to the relevant published work of others for the purpose of inferring personal discovery of new information.

**Misrepresentation:** A researcher or reviewer shall not with intent to deceive, or in a reckless disregard for the truth state or present a material or significant falsehood, or omit a fact so that what is stated or presented as a while states or presents a material or significant falsehood.

**Use of Data:** Data must be recorded in a durable form with appropriate references for a period of at least five years from the date of any publication. Data related to publications should be made available for discussion with other research workers, except where confidentiality provisions prevent sharing of data.

**Additional Requirements:** Any special standards of work performance and ethical conduct imposed by law or by the University in relation to particular categories of research are deemed to be included in this code in its application to research within the College. These include research procedures of any kind requiring approval by an ethics committee, or by other safety or regulatory committee.

### **Procedures for Dealing with Allegation of Research Misconduct**

A complaint of research misconduct under this Code is to be made in the first instance to the Dean of the College of Business. In those instances where the complaint identifies the dean as a party to the research misconduct, the complaint is to be made to the Vice President for Academic Affairs.

Should the dean believe that an investigation should proceed; the dean shall inform the affected party or parties and the immediate supervisor(s) of the complaint as soon as practicable and provide them with all relevant information. The dean shall empanel a committee of three peers to investigate and review the relevant information and recommend a course of action to the dean.

### **Disclosure of Actual or Potential Conflict of Interest**

Researchers shall advise the dean of the College of Business, confidentially, in writing, of any potential or actual conflicts of interest. These may include, but are not limited to, any affiliation with, or financial involvement in, or payment of assistance of any kind from any organization with a direct interest in the subject matter of a research project. In the case of a possible conflict of interest with a funding body, the researcher shall advise the funding body of any potential conflict of interest. It is the responsibility of the authors to ensure that editors involved in any research outlets used by the authors for the work in question are advised of any conflict of interest.

## **V. Staff**

### **Professional Responsibilities for Staff**

Within the College there are two types of Staff as defined:

1. Administrative Exempt Staff: Defined as staff that does not teach. Normally, they are in a supervisory position and 12 months. Salary pay base.
2. Non-exempt Staff: Hourly pay base. Non-teaching position. Normally, they are not in a supervisory position.

### **Administrative Exempt Staff**

1. All Administrative Exempt Staff shall complete duties as outlined in individual job descriptions.
2. All Administrative Exempt Staff members must contact their immediate supervisor (Dean, Chair) within 48 hours of an evacuation of the University.

### **Non-exempt Staff**

1. All Non-exempt Staff members shall complete duties as outlined in individual job descriptions.
2. All Non-exempt Staff members must contact their immediate supervisor (Dean, Chair) within 48 hours of an evacuation of the University.

All staff positions will undergo the annual review process as outlined by the Office of Human Resources procedures and/or college/department procedures.

**NEEDS RE-WRITTEN TO REFLECT COLLEGE OF BUSINESS PROCEDURE**

### **Guidelines for Review of Staff**

Administrative Staff and Non-Exempt Staff are evaluated annually. The Dean may initiate additional reviews when necessary.

#### **Administrative Exempt Staff**

1. All materials submitted will form the basis for a composite written evaluation by the Dean.
2. This evaluation will be sent to the staff member prior to a meeting with the Dean and supervisor to discuss the evaluation. The staff member may respond to the Dean's evaluation in writing.
3. All documents will become part of the staff member's personnel file as well as the evaluation will be added to the annual employee evaluation and be applicable to the Merit Raise evaluation process. A copy of the peer course evaluation is placed in the employee's file in the College office and is available for the employee to review.

#### **Non-exempt Staff**

1. All materials submitted will form the basis for a composite written evaluation by the Dean.
2. This evaluation will be sent to the staff member prior to a meeting with the Dean and supervisor to discuss the evaluation. The staff member may respond to the Dean's evaluation in writing.
3. All documents will become part of the staff member's personnel file as well as the evaluation will be added to the annual employee evaluation and be applicable to the Merit Raise evaluation process. A copy of the peer course evaluation is placed in the employee's file in the College office and is available for the employee to review.

#### **Performance Standards for Staff**

The following standards are to be used by staff to assist in preparation of their annual self-evaluations and report to the Dean. The Dean will use the following standards and the General Merit Raise Criteria to assist in the determination of merit increases as well as for an overall performance assessment.

\*\*\*INSERT

Employee Performance Review Form for Staff (Exempt & Non-Exempt)

**NEEDS RE-WRITTEN TO REFLECT COLLEGE OF BUSINESS PROCEDURE**

## Guidelines for Performance Review and Salary Determination for Staff

### General Guidelines

Annual performance reviews are required for all University (non-exempt), Professional and Administrative (exempt) staff. These reviews will be used for annual appointment and salary determination. The Dean makes annual appointments and determines salary raises for all staff utilizing the following procedures.

### Procedures

- April 1      The Dean notifies and distributes Performance Review Forms for University or Administrative Employees to the appropriate individuals.
- May 1        Forms are returned to the Dean for tabulation. The Dean makes an independent evaluation.
- May 15      The Dean, with any applicable Chair or other supervisor, meets with the individual staff member to discuss the evaluation. The completed evaluation by the Dean is submitted to the Department of Human Resources.
- June 1       The Dean, based on the results from the Performance Review Form and the evaluation by the supervisor and the Dean, makes a salary recommendations to the Provost.

Staff members may schedule a meeting with the Dean to discuss annual appointment and/or salary determination. The staff employee may appeal the Dean's decision to the Provost, whose decision is final. The appeal must be written and include all prior and current reviews along with the salary history of the employee.

**NEEDS RE-WRITTEN TO REFLECT COLLEGE OF BUSINESS PROCEDURE**

## **VI. Policies and Procedures**

### **VI.1-2. Personnel and Personnel Committee Files**

#### **Personnel File**

A personnel file for all ordinary, extraordinary faculty and staff members will be maintained in the College of Business office. Faculty and staff members shall have the right to inspect their files. Any confidential pre-employment material in this file will be removed prior to inspection. No anonymous material shall be placed in any faculty member's personnel file. The following information is normally contained in the College of Business personnel file:

1. Pre-employment materials
2. Current curriculum vitae
3. Annual contracts
4. Official reappointment, tenure, promotion, and review letters
5. Grant and sabbatical letters
6. Other official correspondence

#### **Personnel Committee File**

A personnel committee file will be created when needed for use by personnel committees in the College of Business. Each ordinary faculty and staff member shall have the right to inspect these files. Materials used for reappointment, tenure, promotion, and review will be kept in these files. No anonymous material shall be placed in a faculty member's Personnel Committee files.

The Dean will forward to the College Rank and Tenure Committee those materials from the Personnel Committee File that are applicable to the deliberations of the Committee. Committee members have access to this material and official reappointment, tenure and promotion correspondence from all personnel decisions.

**NEEDS RE-WRITTEN TO REFLECT COLLEGE OF BUSINESS PROCEDURE**

### **VI.3. Program Review Policy**

#### **Academic Areas & Responsibilities**

The faculty of each area offering a major in the B.B.A. program, and the Accounting faculty in the case of the B.Acc., have the responsibility for planning and assessing the major courses part of the curricula and ensuring that those courses are consistent with the College mission and learning goals and objectives for the major. The Dean's office will be advised of proposed changes so that input may be provided as to consistency relative to the missions of the College and the University, resource availability, and AACSB and SACS standards. Proposed changes are recommended by the area faculty to the College faculty.

#### **College Curriculum Committees**

**The Undergraduate Curriculum Committee has the initial responsibility for planning and assessing the non-major portions (i.e., general education component, business core, and non-major business or professional electives portions) of the B.B.A. and B.Acc., and ensuring that they are consistent with the College mission and learning goals and objectives for the B.B.A. and B.Acc. Proposed changes are recommended to the College faculty. The Undergraduate Curriculum Committee is composed of the Associate Dean, five elected faculty members (one at-large member elected by the College faculty; one from the accounting area elected by the members thereof; one from the economics, finance, and decision science area elected by the members thereof; one from the management and legal studies area elected by the members thereof; and one from the marketing area elected by the members thereof), and one non-voting undergraduate student appointed by the Dean. The committee shall seek input from the appropriate faculty in matters where the committee membership does not include a member from a specific discipline area. Committee meetings are open to the entire faculty.**

**The M.B.A. Curriculum Committee has the initial responsibility for planning and assessing the M.B.A. curriculum and ensuring that it is consistent with the College mission and learning goals and objectives for the M.B.A. The Dean's office is advised as to plans for proposed changes so that input may be provided as to consistency relative to the missions of the College and the University, resource availability, and AACSB and SACS standards. Proposed changes are recommended to the College faculty. The M.B.A. Curriculum Committee is composed of the Director of Graduate Programs, four members elected by the College faculty from among those who have taught in the program within two years of the election, and one non-voting M.B.A. student appointed by the Dean.**

#### **Approval of Curriculum Changes**

Any changes approved by the area faculty, Undergraduate Curriculum Committee, or M.B.A. Curriculum Committee are recommended to the College faculty to ensure that such changes are desirable and consistent with the mission of the College and learning goals and objectives for the College. Proposed changes approved by the college-wide faculty are referred to the Dean of the College.

Any changes approved by the college-wide faculty are referred to the Dean to ensure that such changes are consistent with the mission and resources of the College and in compliance with AACSB and SACS standards and learning goals and objectives for the College. Proposed changes found to be consistent with the College mission and resources are recommended to the Provost.

The Provost and University Course and Curriculum Committee makes the final decision on any proposed changes of a substantive nature in any courses or curricula offered by the College.



### **Participation in the Curriculum Planning Process**

Input into the planning process is provided by the process by which degree programs are systematically monitored to assess their effectiveness for student learning. This monitoring process includes participation by faculty, administrators, students, alumni, and the business community, and takes into account new objectives and contemporary developments in theory and practice.

The minutes of faculty meetings, when relevant, and of Undergraduate Curriculum Committee and M.B.A. Curriculum Committee meetings are electronically filed on the College of Business LAN, and accessible to all faculty, administrators, and staff.

### **Processes to Monitor Courses and Curricula**

**Each degree program will be systematically monitored to assess its effectiveness and will be revised to reflect new objectives and to incorporate improvements based on contemporary theory and practice. The committee responsible for the curriculum of each degree program will review one-third of the courses in its respective part of the curriculum each year systematically.**

**The Undergraduate Curriculum Committee is responsible for all general education and business core courses required of the B.B.A. and the B.Acc. degrees. The M.B.A. Curriculum Committee is responsible for all M.B.A. courses, required and elective. During the fall semester, each committee is charged with the responsibility of reviewing all available assessment data, as appropriate, which may include:**

- **AACSB/EBI surveys**
- **Direct and indirect forms of assessment as utilized by each program**
- **Professional certification test results (such as CPA exam pass rates)**
- **Capstone course performance**
- **Placement information**
- **Area literature on curriculum development**
- **Alumni evaluations**
- **Summary of student and faculty course evaluations**
- **Course syllabi, handouts, textbooks, assignments, examinations**
- **Exit interviews of graduating students**
- **Any other existing assessment data relevant to the effectiveness of the existing curriculum; or additional data gathered from students, alumni, or employers**

**Using gathered assessment data, each committee:**

- **Reviews that part of the curriculum for which it has responsibility to ensure compliance with University and College mission statements and learning goals,**
- **Reviews the program purpose statement and, after considering the target market(s) for graduates of the program, suggests revisions in said statement,**
- **Considers, in consultation with the relevant faculty, revisions to courses and curriculum as needed, and proposes revisions as appropriate.**

**Proposed revisions are sent to the College faculty as a whole for approval by the final faculty meeting of the fall semester. Each committee submits an annual report to the Dean by March 15 that details the reviews completed and includes the results of reviews, curriculum changes recommended, and resulting approved actions.**

At the beginning of each spring semester, each area offering a major or minor elects a faculty team to review the courses and curriculum in the respective degree program for effectiveness. Each faculty team systematically reviews one-third of the relevant major courses each year. Each team is charged with the following responsibilities:

- Review that part of the curriculum for which it has responsibility to ensure compliance with University and College mission statements and learning goals,
- Review the educational purpose statement and learning objectives for the major/minor and, after considering the optimum target market(s) for graduates in the major or minor program, recommend revisions in said statement,
- Consider, in consultation with the relevant faculty, if revisions to courses and curriculum are needed, and propose revisions for the major or minor.

Proposed revisions will be sent to the College faculty as a whole for approval by the final faculty meeting of the spring semester. Each faculty team submits an annual report to the Dean by May 1 that details the reviews completed and includes the results of the reviews, curriculum changes recommended, and resulting actions.

#### External Review of Program Effectiveness

Once every five years each degree program will be reviewed by 1) An external academic peer reviewer, and 2) A subcommittee of the Visiting Committee. The external reviewer and the subcommittee will be selected by the Dean after consultation with the faculty in the relevant degree program.

## **VI.4. Sabbatical and Academic Leave Recommendations for Ordinary Faculty**

### **Procedures for Sabbatical Leave Applications**

1. At the beginning of each academic year, the Dean will inform the faculty of application dates and procedures.
2. Applications will be reviewed by the Faculty Advisory Council, which will make recommendations to the Dean based on both the quality of the proposal and the impact of the sabbatical leave on the College with regard to program and teaching accommodation.
3. The Dean will make an independent recommendation based on the application and the Faculty Advisory Council's recommendation and will forward all materials to the University Committee on Grants and Leaves in accordance with published deadlines.

### **Purposes for Sabbatical Leave**

A sabbatical leave may be granted in order to provide members of the tenured faculty with opportunities to do one or more of the following:

1. Improve and strengthen teaching, including research/creative activities that will strengthen teaching.
2. Engage in research or professional writing intended to lead to publication in the area of expertise.
3. Perform scholarly or professional services at the local, state, national and international levels.
4. Engage in intensive private study/observation in the applicant's area of expertise.
5. Create a major work or a collection of works.
6. Study to broaden knowledge areas of present expertise and/or new areas of expertise.
7. Engage in activities that will be of benefit to the individual and to the University.

### **Guidelines for Sabbatical Leave Proposals**

Sabbatical leave proposals shall conform entirely to the University Committee on Grants and Leaves application format. The Dean shall review sabbatical requests with input from the Faculty Advisory Council. In evaluating sabbatical proposals consideration shall be given to:

1. The quality of the proposal and its likely value to the professional development of the individual, and the contribution to the University, the College, and students.
2. The potential value of the completed project to the University, the College, the faculty member's profession, and students.
3. Evidence of sound preliminary planning and ability to complete the project. This includes a detailed time-frame for the project, letters and/or documentation of agreement among all participants in the project, and an itemized budget and listing of resources and facilities needed to complete the project.
4. A record of success in teaching, scholarly activity, and service as shown in a recent vita.
5. The years of service since the last sabbatical.

### **Academic Leave without Pay**

The Dean will review all requests for academic leaves without pay. Normally, these leaves will be granted for no more than one year. The Dean's recommendation will be forwarded to the Provost.

**NEEDS RE-WRITTEN TO REFLECT COLLEGE OF BUSINESS PROCEDURE**

## **VI.5. Criteria for Faculty Research Funding**

### **Uses of and Approval for Funding**

We value faculty development and encourage faculty to engage in scholarly and academic activities.

The University Committee on Grants and Leaves considers applications for research projects from all Loyola University Ordinary Faculty. As defined by the Committee, research includes scholarly activity which is not necessarily related to specific courses taught by the faculty member. Research funded by the University Committee on Grants and Leaves should ultimately result in a book, an article in a professional journal, a presentation at a professional meeting, or similar output work.

The Committee funds future projects by supporting expenses directly related to a scholarly project, such as: purchase of books and publications, musical scores, films, videos, sound recordings, and supplies; rental of equipment; travel/transportation cost (including a reasonable per diem for meals); library research fees; wages for a research assistant; page charges and publication costs; and other fees associated with research. The Committee will not fund: publication costs by a "vanity press;" extensive travel; major equipment purchase; release time; reimbursement of past expenses; or summer salary.

The project budget must be written for a total of no more than \$3,500 and no less than \$350. Budgets for a higher amount will not be considered. The researcher must itemize the budget in detail, listing budget items order of funding priority. If the project costs more than the maximum budget, please identify sources of funding for the other line items in the project in the narrative. The proposal must be written for a general faculty, rather than an expert, audience. The Committee approves only one grant per project. The maximum Research Grant is \$3,500 and the minimum request is \$350.

The Course Development/Faculty Development Committee considers applications for projects related to a faculty member's educational function at Loyola University. This Committee does not fund scholarly or research activity in general, which is the mission of the University Committee on Grants and Leaves.

The Committee encourages creative proposals to enhance instructional effectiveness and intellectual vitality, both in class and out of class, and to stimulate advanced professional activity and faculty development. The Committee shall assist and advise faculty who wish to obtain such funding to carry out their educational mission.

The Course Development/Faculty Development Committee funds the following expenses directly related to an approved project: purchase of books, and other related materials such as films or videos; supplies; equipment rental; computer time; modest travel costs (transportation and a reasonable per diem); wages for an assistant with specialized skills; and duplication. The Committee will also fund a part-time substitute instructor in one course per semester for projects involving course or program development, revision, or the preparation of external grant proposals for the same. The Committee will not fund the following expenses: salary support, publication costs, typing, extensive travel, major capital equipment, and events which have been previously funded in full by any unit of the University.

The maximum grant is \$2,500 (up to \$3,500 for a course release) and the minimum request is \$200. The portion of the grant money allocated for purchase of books, films, videos, and related materials will be transferred to the library. These materials will become part of the library permanent collection. (An exception must be justified.)

**Approval Process for Funding**

Prior approval must be received for funding. This is accomplished by submitting the Application and Signatures forms (in addition to a current Curriculum Vitae for all requests to the Course Development / Faculty Development Committee) to the appropriate committee. These forms may be found online at the website for the University Office of Grants and Research (<http://www.loyno.edu/ogr>). The relevant committee will follow its own priorities and evaluation process, also available online.

All grant applications and grant budgets are evaluated by the relevant committee. Each budget line must be sufficiently itemized and justified. The committee(s) may reduce grant budgets in order to fund as many proposals as possible, so budget items should be listed as a prioritized list. The applicant should make it clear to the committee where a budget cut would not allow the project to be undertaken. Each committee member evaluates and rates each proposal based on the considerations relevant to the type of proposal offered. The proposals are then ranked by priority rating and funded accordingly after Provost approval. Due to limited funding it may not be possible for all proposals to be funded or funded at the full amount requested.

**THIS WAS PART OF THE COMMON TABLE OF CONTENTS. THIS IS TAKEN FROM GRANTS & LEAVES POLICY.**

## **VI.6. Criteria for Faculty Travel Reimbursement**

Travel by College of Business Faculty may contribute to the attainment of College objectives and fulfillment of the College mission in a number of different ways:

### **A. Support of Scholarship**

The preparation of a manuscript for publication is often a lengthy and difficult process that can benefit from independent review and discussion. Presentation of a paper at an academic meeting provides valuable feedback which can be used in preparing a manuscript for submission to a journal. An alternative outlet for papers presented is in a conference proceedings. In addition to the formal presentation of papers, faculty scholarship may be enhanced by travel to collect data, to confer with experts at other institutions, or other activities.

### **B. Support of Education Mission**

Excellence in instruction, at both the undergraduate and graduate level, can be enhanced only if faculty are aware of current developments in their field of expertise. Attendance at academic meetings is a way of maintaining currency. Often, new ideas are presented and discussed at conventions years before they appear in texts or journals. Also, professional interaction with colleagues from other institutions may have the effect of stimulating professional enthusiasm or energy which impacts positively on classroom performance. For this reason, periodic attendance at academic or professional meetings is encouraged.

### **C. Support of Service Mission**

The local and regional community is the primary focus of our service mission. Travel to testify before the state legislature, to speak before local or regional economic development groups, and other similar activities supports the service mission and is encouraged. The College encourages also national or international level service.

Although the local and regional community is the primary focus of our service mission, the College benefits in a number of different ways from the activities that take place at academic and professional meetings (regional or national). Service to the profession is a legitimate aspect of the College's mission.

Service to the profession can take several forms: 1) serving as a reviewer for manuscripts, 2) serving as a session or tract chairman, 3) serving as a discussant for a paper, 4) participation in panel discussions, or 5) serving as an officer of an association or by volunteering one's time in other similar ways.

### **Approval Process for Travel**

A pre-trip authorization form must be completed and signed by the Dean before traveling. This applies to all Faculty. The purposes for pre-authorization are proper budgeting and the equitable allocation of limited travel funds to activities that are consistent with College objectives and the College mission. Travel requests, when possible, should be submitted by Oct. 1 of the academic year.

### **Funding Priorities and Levels**

Highest priority will be given for travel associated with the presentation of papers at academic meetings, attendance at instructional development workshops, recruitment of faculty, and attendance at accreditation workshops or activities. On an "amount of funds available basis", funding will be provided to support other activities such as: 1) Attendance at academic meetings to be a discussant or session chair; 2) Paper presentations to non academic organizations; 3) Travel to gather research data for paper development; or 4) Support for service to national and regional organizations.

Expenses which are eligible for coverage under the above schedule are:

- Registration: Only that portion of the registration fee which is not member dues will be reimbursed
- Travel / Transportation: If you fly, you should select the lowest economy round trip air fare. If you drive your personal car, reimbursement will be the lower of 1) the lowest air fare available, or 2) the product of the shortest distance to / from the destination and a reimbursement rate of \$.55 per mile; this includes airport parking in New Orleans and transport to / from airport
- Hotel: Please register early to take advantage of any lower convention rates (Excludes laundry, health club fees, etcetera; includes business-related calls)
- Meals (per diem): Both domestic and international federal per diem rates will be used according to [http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA\\_BASIC&contentId=17943](http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentType=GSA_BASIC&contentId=17943).

### **University Reimbursement Policy**

The university will reimburse the traveler for reasonable business-related expenditures. Some examples of unallowable expenditures are: Flight Insurance, Airline Clubs, Lost or stolen property, Parking or Traffic Violations, In-room Movies, Personal Entertainment, Personal Gifts, Conference Tours, and Fees to extend the trip for personal vacation. The dean or appropriate officials will make the final decision regarding reimbursement for expenses out of the ordinary.

## **VI.8. Policies Concerning Faculty External Obligations**

### **Outside Employment**

According to the University Faculty Handbook, "Permission for outside employment must be requested in writing from the Vice President for Academic Affairs. As a general rule, permission will only be given for activities that are professional in nature and that do not require more than approximately one day per week of a faculty member's time" (6-4).

### **Other Teaching Affiliations**

Teaching affiliations with other Colleges and Universities in person, on line or in other formats must be approved in advance by the Dean. Generally, teaching in other programs must enhance the reputation or exposure of Loyola University New Orleans and the College. Priority will be given to other teaching in foreign universities that enhances teaching efforts and makes minimal impact on delivery of regularly scheduled classes. Faculty are encouraged to give the Dean as much advance notice as possible of the opportunity to teach at other institutions and the expected benefits of such opportunities. The Request for Outside Employment form must be completed and signed by the dean and Provost.

## VII.2. Description of College Organizational Structure

The College of Business is organized into administrative areas, each of which may include one or more of the functioning areas of accounting, economics, finance, international business, management, marketing, and sub-sections of these areas.

In addition to the positions of Dean and Associate Dean, each designated administrative area shall have an area scheduler who shall be assigned responsibility for the smooth functioning of the academic division(s) included in the administrative area. The dean will determine the organizational structure and ensure it is publicized regularly. Job descriptions for administrative positions will also be posted regularly.

The College of Business' leadership consists of two Deans and the area schedulers.

### Dean(s) of the College

According to the *Loyola University New Orleans Faculty Handbook*, the principal administrator of the College of Business is the Dean. The Dean exerts leadership in the pursuit of the objectives of the College and collaborates where appropriate with the faculty of the College and with student representatives. The Dean is appointed by the Provost and Vice President for Academic Affairs after consultation with the faculty of the College. The approval of the President is needed for all decanal appointments. Each College shall have by-laws or procedures for identifying and nominating qualified persons for this office; the Provost and Vice President for Academic Affairs shall follow these procedures. Specifically, the Dean shall make recommendations and have responsibility for all matters of faculty status for faculty in his [SIC] College, shall make faculty teaching assignments, shall make determinations concerning the academic status of students, shall prepare the budget for the College and shall represent the College in consultations with the University.

### Associate Dean(s) of the College

The Dean of the College of Business is assisted in the duties of the office by the Associate Deans of the College, appointed by the Dean, with the approval of the Provost and Vice President for Academic Affairs; the Associate Deans perform such duties and exercise such authority as may be delegated to them by the Dean. Typically, the Associate Dean(s) will oversee and coordinate issues pertaining to the conduct of Undergraduate & Graduate Programs. Associate Dean(s) will work closely with other administrative offices such as Records & Registration to ensure appropriate policies and procedures are being followed as they pertain to course scheduling, curriculum changes/modifications, room allocation, etc. Associate Dean(s) will also serve as point of contact for student / family issues particularly as they pertain to retention, student conduct, student programs / organizations and the like. Will also serve on the Associate Deans Council and communicate with the faculty on matters of critical importance addressed or raised in that forum.

### Area Schedulers [Add section?]

Area schedulers...



## **Other Leadership Positions**

### **Director of Graduate Programs**

Director of Graduate Programs is an exempt staff/administrative position. The director is responsible for overseeing the daily and strategic operation of the M.B.A. program. The Director of Graduate Programs works in concert with a Faculty Program Director on tasks including, but not limited to advising, course scheduling, admissions, student records, communication, marketing, outreach, curriculum development and other projects as assigned by the Dean/Leadership Team. More specifically, the Director of Graduate Programs manages graduate program web site; performs on-going analysis of competitor marketing initiatives; completes statistical analyses of program data; files surveys on program for industry journals, publications, and Web sites. The director also oversees the daily clerical work of undergraduate student assistant or graduate assistant and works in conjunction with the MBA Advisor to assign and monitor all graduate assistantship assignments each semester. The Director of Graduate Programs will also serve on University Graduate Council and may, as needed, represent the MBA program at conferences, professional gatherings and the Jesuit Business Network. Generally, the Director of Graduate Programs is the initial point of contact in resolving student issues of an academic, ethical, personal nature.

### **Assessment Coordinator**

The Assessment Coordinator will develop and maintain the College's assessment efforts in support of continuous improvement and in support of the College's AACSB Accreditation reaffirmation and accreditation maintenance, the accounting area's initial AACSB accreditation and accreditation maintenance, and will maintain the college web site.

## **VII.3-4. Procedures for Appointment, Reappointment, and Review of Dean and Associate Dean**

The Provost and Vice President for Academic Affairs appoint the Dean after consultation with the faculty and staff of the College. The approval of the President is needed for all decanal appointments. The Dean of the College of Business, although tenured as a faculty member, does not have tenure as Dean. The President and the Provost and Vice President for Academic Affairs determine the Dean's term of service, with faculty consultation. The Dean is reviewed annually by the Provost, and every two years by the full faculty.

The Associate Dean, although tenured as a faculty member, does not hold administrative tenure. The Associate Dean is appointed by the Dean, in consultation with faculty and approved by the Provost and Vice President for Academic Affairs, and is reviewed annually by the Dean and every two years by the full faculty.

## **VII.5-6. College Faculty Meetings and Faculty Committees**

The administration of the College of Business is assisted, advised, and augmented by a number of College and University committees, which are governed as follows.

Faculty shall be elected to committees by a process of nomination followed by general voting. Faculty may self-nominate, but it will be so noted on voting ballots. A simple majority will constitute a sufficient vote to elect a nominated candidate to a position.

A simple majority of the members of any committee constitute a quorum.

Committees will meet each semester as often as required to fulfill their obligations. Detailed committee meeting minutes of topics discussed and decisions made shall be maintained and submitted to the appropriate administrative assistant in the Dean's office. These minutes shall be maintained on the Q drive and open for viewing. An oral report shall be given periodically at faculty meetings and one annual written report shall be submitted to the Dean at the end of the academic year.

When deemed necessary, the Dean shall appoint an ad hoc committee for the purpose of accomplishing a time-limited project. The Dean shall appoint the chair and the committee size should be appropriate for the task to be accomplished. The activities of ad hoc committees are reported to faculty at their regular meetings and are also available to faculty through the appropriate administrative assistant.

### **Strategic Planning Committee**

**Purpose:** This Committee is the primary planning unit at the College level and is responsible to the Dean for College planning and goal-setting.

**Membership:** Dean and Associate Dean of the College of Business, one faculty representative from each business functional area (Accounting, Economics, Finance, Management, Marketing), one faculty representative for the M.B.A. program, and one at-large faculty representative.

### **Undergraduate Curriculum Committee**

**Purpose:** This Committee is responsible for program assessment and all general education and business core courses required in the B.Acc. or B.B.A. degrees; it reviews the curriculum to ensure compliance with University and College mission statements and goals, and considers revisions to curriculum as needed.

**Membership:** Associate Dean, one faculty representative from each area, and one at-large representative.

### **M.B.A. Curriculum Committee**

**Purpose:** This Committee is responsible for program assessment and all courses required in the M.B.A. degree; it reviews the curriculum to ensure compliance with University and College mission statements and goals, and considers, in consultation with graduate faculty, revisions to the degree as needed.

**Membership:** Director of Graduate Programs and three faculty representatives.

### **Rank and Tenure Committee**

**Purpose:** To share responsibility for recommending to the Vice President for Academic Affairs actions concerned with promotion and tenure.

**Membership:** The College of Business Rank and Tenure Committee consists of seven tenured or tenure-designate faculty members and two non-tenured ordinary faculty (if that number exists within the College).

### **College Visiting Committee**

**Purpose:** This Committee assists in attaining our mission and vision, and living by our values through connection, support, and simple good will with the local, regional, and even national business community.

**Membership:** The College of Business Visiting Committee brings together alum and non-alum alike who share a common interest in advancing the mission of the college. Committee members offer their professional experience and serve as vital conduits to the business community. Members are appointed by the University President upon recommendation of the dean and Institutional Advancement.