

Policies and Procedures
of the UNO College of Business Administration

1. Introduction

1.1. Nebraska law, the Regents' *Bylaws*, the *Bylaws* of the College and relevant contractual relations provide for faculty governance of the College. The Councils listed and the Task Forces created by the Dean are the primary vehicles through which the faculty is involved in governance. The responsibilities of each of the Councils and Task Forces are outlined in the College *Bylaws*. The Councils' and Task Forces' composition and procedures are in this *Policies and Procedures* manual.

2. College Councils and Task Forces

2.1. General Council and Task Force Requirements (*Bylaws* 4.1.)

2.1.1. Elected faculty Council members shall serve staggered, three (3) year terms. Terms shall begin with the initial meeting of the Council after the at large election in the fall semester of each academic year. Each Council shall develop mechanisms for handling matters during the summer months.

2.1.1.1. No later than during the first week of the fall semester the Dean shall advise each department Chair of all departmental and at large elections that need to be conducted. All Council elections and nominations for departmental representatives shall be made by the voting faculty of the department and shall be made by the end of the second week of the fall semester. All at large elections shall be by mail ballot conducted by the Dean and shall be conducted by the end of the third week of the fall semester. After the at-large elections the Dean shall notify in writing all voting faculty of the membership of all Councils and Task Forces.

2.1.1.2. At the initial meeting of the Council during each academic year, the members of the Council shall select from among themselves, a Chairperson for that academic year. Council members and the Chair shall, except for death, long term disability, resignation, or removal for just cause, hold such position throughout their term.

- 2.1.1.3.** Removal for just cause shall require the just cause motion to specify in writing the cause, to be signed by the persons making the motion, and an affirmative vote of two-thirds (2/3) of the electing body. The removal ballots shall not be counted by either the person to be removed or any of the persons making the motion. Instead, the ballots shall be counted by a tenured faculty member selected by the persons making the motion.
- 2.1.2.** Unless provided otherwise in these *Bylaws*, each Council shall have six (6) members and no Council shall have more than two (2) of its voting members drawn from any one department. Each department shall elect one (1) department member to each Council. Additionally, each year each eligible department shall nominate one (1) department member for an at large election to fill the vacant at large seats on each Council.
- 2.1.3.** Meetings of the College Councils may be called by either the Chairperson, or by any two members of the Council, or by request of the Dean, upon the giving of five (5) academic days notice to all members of the Council. For a particular meeting, the five day notice may be waived, but for such meeting the quorum shall be two-thirds (2/3) of the voting membership and passage of any item shall require an affirmative vote by two-thirds (2/3) of the voting membership.
- 2.1.4.** The initial rotation for the six (6) terms shall be selected by draw.
- 2.1.5.** The Dean may appoint up to four (4) non-voting ex-officio members to some Councils. The Dean may not appoint any ex-officio members to the following Councils: Personnel Advisory Council and Executive Council; and committees handling grade appeals and suspension appeals.
- 2.1.6.** In the event of permanent vacancies, then the permanent vacancies shall be filled by appropriate elections by the department or at large, or by appropriate appointment. In the event of temporary vacancies (for example, sabbaticals or Council members submitting proposals for support), then the temporary vacancies shall be filled by the department for departmental representatives or, for at large representatives, shall be filled by the next highest vote getter not elected in the last election of at large representatives; even if a departmental imbalance results.

- 2.1.7. The Dean may appoint up to ten (10) faculty members to a Task Force and the Dean may appoint the Chair of the Task Force from among the appointed faculty members. When justified, the Dean may appoint non-faculty members to a Task Force as either non-voting or voting members. If the Dean appoints non-faculty to voting membership, then the faculty members shall outnumber the voting non-faculty members by at least one (1) member.
- 2.1.8. Each Council shall seek input from stakeholders consistent with its jurisdiction. Stakeholder groups shall include, but are not limited to, faculty, students, members of the business community, alumni, and administrators of the campus and system.
- 2.1.9. Each Council shall develop and implement procedures for pursuing continual improvement for matters under its jurisdiction. Each Council shall coordinate its efforts with the Strategic Planning Council.
- 2.1.11. Each council shall prepare and approve electronic minutes of each meeting. The Dean's office will maintain electronic files of these minutes and will arrange for all faculty members to have access to this electronic file.

2.2. Personnel Advisory Council (*Bylaws 4.2.*)

2.2.1. Composition

To be eligible for election, the faculty member must be tenured, except as qualified below. Department Chairpersons shall be eligible for election only if the department has one other eligible tenured voting faculty. A specific term non-tenured voting faculty member shall be eligible for election only if the department has fewer than two eligible tenured voting faculty.

2.2.2. Procedures

2.2.2.1. In all promotion, tenure, and reappointment cases, whether brought forward by a Department Chairperson or the individual, the Council shall be required to provide a separate written, qualitative evaluation of each facet of the individual's performance (i.e., teaching, intellectual contribution, and service); and to provide a written recommendation to the Dean. This

statement shall become part of the record to be forwarded to the Vice-Chancellor for Academic Affairs.

2.2.2.2. The Council shall screen and review the credentials of all prospective faculty members at the Associate or Professor rank **before** an offer is extended. The Council shall be required to provide written input as to rank and tenure qualifications of each prospective faculty member.

2.2.2.3. The Council shall establish and implement specific procedures in consultation with appropriate University administrators for the evaluation of the Dean and any position holder as described in *Bylaws* Section 3.2. based on University policy. The purpose is to assist them in personal and professional enrichment and to communicate information to the University Administration for personnel decisions.

2.3. Faculty Development Council (*Bylaws* 4.3.)

2.3.1. Composition

The College representatives to the University Committee on Research and the University Committee on the Advancement of Teaching, if not elected as regular members, shall be designated ex-officio, non-voting members of this Council.

2.3.2. Procedures

2.3.2.1. A proposal for faculty development support, originated by an eligible faculty member(s), must first be approved by the appropriate department Chairperson prior to being submitted to the Council. Ordinarily only tenured or tenure-track members are eligible for support. The department Chairperson's approval indicates the proposal is consistent with the department's *Mission* and that he/she is willing to provide the support requested. If eligible for University support, then all proposals for support must simultaneously be submitted to the University Committee on Research or to the University Committee for the Advancement of Teaching.

2.3.2.2. The Council shall develop appropriate guidelines, application forms, and final report forms for all

competitive awards. The recipient of faculty development support shall complete the final report form. The final report must be filed with the Council by the date specified in the award.

2.4. Graduate Program Council (*Bylaws 4.4.*)

2.4.1. Composition

The Council shall be comprised of six graduate faculty members, including one member elected from each department but elected by the College of Business Administration graduate faculty; and the balance of the members elected at-large from the College graduate faculty to bring the Council size to six. Any Director or Advisor of a graduate program in the College of Business Administration may serve as a resource person to the Council. Elected membership in the Graduate Program Council shall be reported to the Dean of the College of Business Administration for appointment by the Dean of the Graduate College.

2.4.2. Procedures

2.4.2.1. The Council or its designate shall be responsible for all administrative aspects of the MBA Program.

2.4.2.2. The grade appeal process shall be conducted by the Graduate Program Council using procedures substantially similar to those specified in *Policies and Procedures* Section 6, except the Council shall serve as a committee of the whole, adding two graduate students from the relevant graduate program.

2.4.2.3. During the summer this Council will act for the Graduate Faculty in awarding the respective degrees.

2.5. Undergraduate Program Council (*Bylaws 4.5.*)

2.5.1. Composition

To be eligible for election the faculty member must have professorial rank and for an Assistant Professor at least three years teaching experience at the University of Nebraska at Omaha; or for an Associate or Professor at least one year teaching experience at the University of Nebraska at Omaha.

2.5.2. Procedures

- 2.5.2.1.** The Council shall review proposed new course syllabi, specializations and secondary specializations, and changes in curriculum and degree requirements and shall recommend to the faculty of the College proposed new core course syllabi, specializations and secondary specializations, and changes in curriculum and degree requirements.
- 2.5.2.2.** The Council shall review existing course syllabi and shall approve changes in these syllabi (e.g., changes in course title, number, prerequisite, course description, and credit hours). The Council shall recommend changes in core courses to the faculty of the College.
- 2.5.2.3.** The Council shall be responsible for review and approval of requests by students for waivers of degree requirements.
- 2.5.2.4.** The Council shall advise the Dean on educational policy matters affecting the College (e.g., considering various resolutions passed by the University of Nebraska at Omaha Faculty Senate and making recommendations to the Dean of the effect of these resolutions on the College of Business Administration).
- 2.5.2.5.** The Council shall receive the list of undergraduate degree candidates from the Dean and submit that list to the faculty for a vote of approval.
- 2.5.2.6.** During the summer, the Council will act for the faculty in awarding the respective undergraduate degrees.

2.5.3. Procedures for Undergraduate Honors Activities

The Undergraduate Program Council shall administer all undergraduate honors activities (e.g., Honors Program).

2.5.4. Student Grade Appeals and Student Suspension Appeals

The Undergraduate Grade Appeal Committee shall hear student grade appeals within the College and the Undergraduate Student Suspension Appeal Committee shall hear student suspension appeals within the College. For procedures see *Policy and Procedures*, Section 6.

2.6. Technology and Educational Resources Council (*Bylaws 4.6.*)

2.6.1. Composition

This Council shall have up to 7 members. Each department shall elect one voting members, the College's Director with responsibility for information technology, and with the balance elected at large. The Director shall serve ex-officio with voting rights, but may not chair the Council.

2.6.2. Procedures

2.6.2.1. To evaluate the effectiveness of existing technology resources and recommend the retirement of old and acquisition of new technologies to maintain technological currency in intellectual contribution and instructional support.

2.6.2.2. To periodically determine and recommend the need for support staff as well as the need for staff and faculty training in the changing environment of educational technology.

2.6.2.3. To advise the University Library on collection decisions specific to the College of Business Administration.

2.6.2.4. To work with the College of Business Administration Faculty in the development of recommendations to the University of Nebraska Library regarding the disposition of outdated library materials.

2.7. External Relations Council (*Bylaws 4.7.*)

2.7.1. Composition

The Dean may designate the ex-officio members as voting members of this Council.

2.7.2. Procedures

2.7.2.1. The Council shall consider matters brought to it by the Dean, by the faculty, or by outside entities.

- 2.7.2.2. The Council shall advise the Dean of possible new activities of an external nature that would be of benefit to the College.
- 2.7.2.3. The Council shall review and evaluate the progress of external activities and give its views to the Dean.
- 2.7.2.4. The Council may develop and propose non-credit curriculum. All non-credit curriculum shall require prior approval of the appropriate program council (either undergraduate or graduate).

2.8. Strategic Planning Council (*Bylaws 4.8.*)

2.8.1. Composition

This Council shall be comprised of tenure-track faculty. One tenure-track faculty member shall be elected from each department and two tenure-track faculty members shall be elected at-large by the College's tenure-track faculty. In addition, the Dean of the College shall serve ex-officio with voting rights, but may not be elected chair.

2.8.2. Procedures

- 2.8.2.1. The Council shall consider matters relating to the *Mission Statement, Strategic Plan, Objectives, Bylaws, and Policies and Procedures* of the College.
- 2.8.2.2. The Strategic Planning Council has primary responsibilities to originate changes in the *Bylaws* and *Policies and Procedures* for consideration by the entire faculty. Any faculty member may submit suggested changes to the SPC for their consideration and recommendation to the entire faculty. All proposed changes must first be considered by the SPC; but in the event that the SPC does not recommend a proposed change to the entire faculty, it may be proposed directly to the entire faculty by petition signed by ten percent (10%) of the voting faculty.
- 2.8.2.3. The Council shall incrementally review and propose revisions to the *Mission Statement, Strategic Plan, Objectives, Bylaws, and Policies and Procedures* no less than every two years, and shall fundamentally

review and propose revisions no less than every six years.

2.9. Executive Council (*Bylaws 4.9.*)

2.9.1. Composition

All members of the Faculty Executive Council shall be voting ex-officio members based on holding an appointment to any one of the positions listed in *Bylaws* Section 3.2. The Chair of this Council shall be the Dean.

2.9.2. Procedures

2.9.2.1. This Council shall assist the Dean in implementing the College's *Mission Statement* and *Strategic Plan*.

2.9.2.2. This Council shall advise the Dean on all administrative matters of the College.

2.10. Student Advisory Council (*Bylaws 4.10.*)

2.10.1. Composition

This Council shall consist of members appointed by the Dean from elected representatives from each active student organization affiliated with CBA. The elected representative shall be an officer of the student organization. The Dean shall maintain a current list of active student organizations with constitutions approved by the UNO Student Government and a particular affiliation with CBA. The Dean shall serve as Chair of this Council.

2.10.1.1. At the Dean's discretion, this Council may have up to twenty (20) members. Terms shall begin no later than November 1, but as early in the fall semester as elected representatives can be selected.

2.10.2. Procedures

2.10.2.1. This Council shall consider matters related to CBA student involvement brought to it by the Dean, faculty, students, or outside entities.

2.10.2.2. The Council shall advise the Dean of possible activities and programs that would be of benefit to CBA students.

3. Evaluation of College Administrators

3.1. Purpose

The aim of faculty evaluation of the Dean and persons holding positions listed in *Bylaws* Section 3.2 is to provide faculty input concerning the quality of performance as it affects the welfare of the University community. Faculty evaluation of College of Business Administration administrators provides valuable input for improving the exercise of leadership in the administration of the College. This evaluation activity is based on trust and respect in fostering collaborative problem solving, open and candid communication, and shared participation in decisions.

3.2. Criteria for Evaluation

3.2.1. The activities listed below represent critical dimensions of the academic administrator's job. When these activities of administration are dealt with in an effective way, the administrator is laying the foundation for excellence.

3.2.1.1. Facilitating establishment of the College and department missions, implementing and administering the plans that result;

3.2.1.2. Supporting excellence in teaching and enhancing the learning environment; and guiding and supporting the faculty in the development and delivery of the curriculum;

3.2.1.3. Creating a climate for high-quality intellectual contributions;

3.2.1.4. Encouraging dedicated service to the College, University, and community and beyond;

3.2.1.5. Acquiring and distributing financial resources through budgetary management;

3.2.1.6. Managing the personnel function;

3.2.1.7. Coordinating student affairs;

3.2.1.8. Managing external relations in order to secure and maintain the allegiance of various outside groups; and

3.2.1.9. Maintaining the physical plant and basic operations to provide necessary support services.

3.3. Procedures

3.3.1. Consistent with University requirements, the specific procedures for the annual evaluation and/or other periodic reviews of College administrators shall originate from the Personnel Advisory Council. These proposed procedures shall be submitted for faculty discussion and approval. Upon approval, these procedures shall be published and distributed along with the College's *Bylaws* and *Policies and Procedures*.

4. Evaluation of Academic Advising

4.1. Purpose

The aim and purpose of academic advising is to assist students in meeting the requirements of the degree program and to interpret College policy regarding academic requirements. In the College of Business Administration, academic advising is carried out through the Office of the Dean with the primary responsibility for this function assigned to the Dean's designee (person holding a position listed in *Bylaws* Section 3.2) along with the undergraduate advisors. Informal academic advising is an on-going faculty responsibility. The purpose of this section of the manual is to provide a mechanism for faculty input to the evaluation of the academic advising function on an exception basis.

4.2. Sources of Evaluation

4.2.1. Primary evaluation: Since academic advising is mainly administrative in nature, primary evaluation of the academic advising function rests with the Dean's designee (person holding a position listed in *Bylaws* Section 3.2). The basis for evaluation will be the degree of attainment of established performance objectives.

4.2.2. Secondary evaluation: The faculty have an on-going interest in academic advising, and shall have the opportunity to provide formal input to the evaluation process. Individual faculty members desiring to provide evaluation information about academic advising should do so through the Dean.

5. Faculty Evaluation

5.1. Statement of Principle for Evaluation of Faculty Performance

These guidelines are expected to contribute toward achieving the following objectives:

- * Improve and maintain collegial quality.
- * Encourage objectivity and equity in all recommendations and decisions in areas encompassed within these guidelines.
- * Improve faculty understanding of the outcomes needed to achieve appointment, reappointment, promotion, and/or tenure.

It is acknowledged that evaluation of faculty performance involves professional judgment, although objective measures can be of assistance. All evaluations (at both the departmental level and at the College level) shall be communicated to the faculty member in writing.

5.1.1. Documentation

It is the responsibility of each faculty member to develop and submit for review a well-organized and complete file. Documentation should be assembled with care and deliberation. Complete files are expected. However, the summarization and narrative discussion of accomplishments to facilitate the review process is encouraged. This documentation normally should be limited to one three-ring binder.

Each faculty member in the college who will be a candidate for reappointment, tenure (i.e., continuous appointment), or promotion has the sole responsibility of developing and maintaining the faculty member's own file. The file (i.e., three-ring binder) will be secured in the Office of the Dean and will be available to the faculty member to add new materials and to administrators, Councils, and committees for appropriate review. The file should contain the following sections:

- I. Sign-out Sheet
- II. Index of Materials
(Note: The faculty member must note specifically the date of and type of addition for any additions to the file after the departmental consideration.)
- III. Current Vitae
- IV. Teaching
- V. Intellectual contributions (Research)

(Note: Hereafter use of the term **intellectual contributions** will be used in place of the term **research**.)

VI. Service.

5.1.2. Evaluation Categories and Areas

The department review committee, department chairperson, the Personnel Advisory Council, and the Dean shall evaluate each facet of a faculty member's performance as "Outstanding," "Above Average," "Average," or "Below Average". The evaluation shall be a good faith, professional judgment of how the particular faculty member should be rated in comparison to what the evaluator perceives to be an appropriate level of performance for a given point in time of the faculty member's career. The evaluator shall describe the bases for the evaluator's judgment. The criteria utilized in making these judgments (see Section 5.3.) will reflect College of Business Administration priorities with respect to teaching, intellectual contributions, and service.

Reappointment, promotion, and continuous appointment recommendations by department review committee and Personnel Advisory Council, by department chairs, and by the Dean, each will include a separate, written evaluation of each facet (i.e., teaching, intellectual contributions, and service) of the applicant's performance; and, with respect to reappointment, a separate, written evaluation of the applicant's progress towards continuous appointment.

5.2. Criteria for Evaluation

Three broad areas of performance will be considered in the evaluation: (1) teaching; (2) intellectual contributions; and (3) service.

5.2.1. Teaching

The teaching portfolio portion of the action file should include evidence of **teaching effectiveness** for the period under review. An important dimension of teaching effectiveness is how a faculty member contributes to the teaching objectives of the entire department and College. Each department and the College have strategic planning documents (e.g., Mission Statement) and thus goals for the education of its students. Faculty members contribute to these goals by providing instruction in a specific area(s) identified in the strategic planning

documents (e.g., Mission Statement) and/or teaching courses whose knowledge/skills are prerequisite to subsequent courses.

The documentation of teaching should begin with an executive summary as an interpretive discussion on the significance of items in the documentation provided. Each faculty member is responsible for documenting how the teaching (courses and course content) is consistent with and contributes to departmental and College goals and objectives. For those teaching in interdisciplinary programs (e.g. MBA), the faculty member must document how the teaching efforts are consistent with the goals and objectives of those programs.

This teaching portfolio should be organized under the following headings.

- 1. Course-Related Evidence.** This material would include samples of syllabi, classroom handouts and materials, exams, student assignments, and student evaluations for each course. Although an important component of the teaching portfolio, this material is not considered to be sufficient documentation of **teaching effectiveness**.
- 2. Faculty-Generated Evidence.** Faculty are responsible for providing additional documentation which demonstrates teaching effectiveness. This evidence may include the faculty member's teaching goals and methods, evidence of student achievement of academic objectives, continuous improvement in each class and of continuous professional development (i.e., improvement of instruction activities, peer reviews, other professional development activities, curriculum development, instructional innovations, and instructional development intellectual contributions). This also includes professional publications and presentations related to teaching.

5.2.2 Intellectual Contributions

There are three guiding principles in evaluating intellectual contributions. The first is that there will be both a qualitative and a quantitative evaluation of activities classified as intellectual contributions. The second is that, in general, basic scholarship, applied scholarship, and instructional development efforts will be considered. Third, the outputs from intellectual contributions should be available for public scrutiny by academic peers and/or practitioners.

Each individual is responsible for fully documenting intellectual contributions, especially with regard to making the case that a specific item is of high quality. This normally would include information that either directly or indirectly bears on the quality of the intellectual contribution. Information that bears directly on the quality of an intellectual contribution might include any awards the intellectual contribution has received, the number of citations the intellectual contribution has received, or any positive citations the intellectual contribution has received from respected scholars. Information that bears indirectly on the quality of an intellectual contribution normally would include information on the review/referee process, the standing of the outlet (e.g. journal) in the profession, acceptance rates, nature of individual intellectual contribution to co-authored products, editorial board composition, and other factors as appropriate.

Category I. Intellectual contributions published in refereed publications and scholarly books.

Category I research and publications are systematic investigations focused on increasing knowledge and understanding. Such research publications extend knowledge, typically by means of one or more of these activities: developing theories, analyzing quantitative or qualitative data, hypothesis testing, or synthesizing theories or data results. This category of research includes two subcategories.

IA Discipline-based research and intellectual contributions are research and analytical publications that add to the theoretical or applied knowledge base of the faculty member's field of study. These include discipline based:

Refereed journal articles (non-pedagogical).

Refereed (or editorially refereed) scholarly books (not including textbooks).

Refereed (or editorially refereed) invited journal articles (non-pedagogical).

Refereed (or editorially refereed) scholarly book chapters (not including textbook chapters).

IB. Pedagogical research and intellectual contributions are research and analytical publications that add to the knowledge of teaching and learning in the discipline including developing theories, analyzing data, testing hypotheses, or synthesizing theories or data results. These include:

Refereed pedagogical articles.
Refereed cases published in a journal.
Textbooks, (year published, year of major revision)
Refereed (or editorially refereed) pedagogical book chapters (not including+g textbook chapters).

Category II, III and IV items are intellectual contributions that are not equivalent to Category IA or IB: [In rare instances, some items listed below may qualify for inclusion into Category IA or IB. It is incumbent upon the individual to make the case for inclusion of these activities in other categories.] No ranking is implied by the labels of Category II, III and IV.

Category II: Intellectual contributions to pedagogy other than I.B.

Normally, preparation of new materials for use in courses and creation of teaching aids are considered “teaching activities” and not “scholarly intellectual contributions.” Intellectual contributions in this category include:

Non-refereed pedagogical articles not falling under IB
Textbook ancillaries.

Category III: Intellectual contributions to practice in the discipline other than I.A.

Category III intellectual contributions to practice influence professional practice in the faculty member’s field. Articles and cases published in non-refereed practice-oriented journals, development of discipline-based practice tools, and published reports on consulting all qualify as intellectual contributions to practice. The faculty member is expected to report and make the case for the appropriate category for intellectual contributions to practice. Evaluators must indicate if they agree with the faculty member’s categorization.

Category IV: Additional Intellectual contributions.

Non-refereed journal articles.

Non-refereed books.

Non-refereed book chapters.

Trade publications.

Refereed proceedings.

Book reviews published in a journal.

Grants awarded.

Other Intellectual contributions

Scholarly presentations at national, regional, state or local professional meetings.

5.2.3. Service to the Profession, University and the Community

Service is an indispensable duty of and privilege of all faculty. The evaluation of the performance of an individual in the area of service will be based upon the extent of the faculty member's involvement, the demands of the service assignment, and the quality of performance. It is sometimes difficult to separate whether a particular activity is service to the Profession, the University, or the Community.

The faculty member has the responsibility for providing appropriate documentation that relates the specific service component to the faculty member's professional skills. The documentation should describe the nature of the service activity, the extent of participation, and the value of each service activity.

5.2.3.1. Service to the Profession

Activities which can be considered as service to the profession may include the following (list is not all inclusive and not listed in the order of importance):

1. Serving as an officer of a local, regional or national committee or organization relevant to the profession.
2. Serving on editorial boards of or reviewer for scholarly or professional publications.
3. Serving as a discussant, panelist, or session chair at national, regional or state professional meetings.

5.2.3.2. Service to the University

Activities which can be considered as service to the University may include the following (list is not all inclusive and not listed in the order of importance):

1. Serving in an administrative role in the department, college, or university.
2. Serving on Councils, committees, and Task Forces at departmental, college, campus or system level. The extent of responsibility in serving on a committee, such as being chair, should be clearly indicated.
3. Serving on the Faculty Senate and/or its various committees.
4. Serving as an advisor to student organizations.
5. Assisting such College-created entities as The Nebraska Business Development Center, or similar entities affiliated with the College.
6. Active participation in honor or professional societies or professional fraternities.

5.2.3.3. Service to the Community

Activities which can be considered as service to the community may include the following (list is not all inclusive and not listed in the order of importance):

1. Service on community task forces.
2. Service with local, regional, and/or national service organizations.
3. Active involvement in local public/community affairs.

5.3. Appointment, Promotion and Tenure Guidelines

These appointment, reappointment, promotion and tenure guidelines of the College of Business Administration are reflective of and consistent with the University-wide guidelines and the *Bylaws* of the University of Nebraska Board of Regents, *Bylaws* of the College, and relevant contractual agreements. While these guidelines are compatible with the more general guidelines, they are designed to improve the fit of the more general guidelines to the nature of the professional areas of specialization in the College of Business Administration. No faculty member will be given an initial appointment to a rank to which the faculty member would not meet the requirements for promotion if the faculty member were

already on the faculty. After appointment, documentation of teaching, intellectual contributions, and service activities should include the material described in Sections 5.1. and 5.2.

5.3.1. Assistant Professor

The requirements for an initial appointment or promotion to the rank of Assistant Professor include an appropriate terminal degree as identified by AACSB guidelines completed by the beginning date of the contract. If all requirements for the terminal degree have been completed (and certification to that effect by the chairperson of the appropriate committee has been received), but the degree has not yet been awarded, the faculty member still will be eligible for appointment at this rank. The nominee must hold the terminal degree normally accepted for academic employment in the discipline or its clear equivalent. Also, there must be evidence of ability and/or potential in teaching and intellectual contributions.

5.3.2. Requirements for Continuous Appointment (Tenure)

The requirements for continuous appointment (tenure) are as follows:

- 5.3.2.1.** An appropriate terminal degree as defined in the requirements for initial appointment or promotion to the rank of Assistant Professor.
- 5.3.2.2.** A documented level of Outstanding achievement in either teaching or intellectual contributions and at least a documented level of Above Average achievement in the other area (either teaching or intellectual contributions). In addition, the faculty member at the minimum, clearly shall demonstrate average service.
- 5.3.2.3.** Demonstration on the basis of past achievements that high quality teaching and intellectual contributions will continue into the future.
- 5.3.2.4.** An ability to participate in both the undergraduate and graduate missions of the College, normally demonstrated by election as a Graduate Faculty Member.

- 5.3.2.5. Normally, a minimum of six years of full-time collegiate teaching experience, in the same academic discipline in which tenure is being sought.
- 5.3.2.6. Normally, a minimum of three years of the full-time teaching six-year requirement will be at the University of Nebraska at Omaha.
- 5.3.2.7. The year in which the tenure review will be conducted will be stated in the initial contract of employment.
- 5.3.2.8. Guidelines for tenure shall be no less stringent than those for promotion to Associate Professor.

5.3.3. Associate Professor

The requirements for initial appointment or promotion to the rank of Associate Professor are as follows:

- 5.3.3.1. Normally six years of full-time teaching experience at the rank of Assistant Professor is required. Granting early promotion to Associate Professor is rare. Promotion prior to the six year minimum will require outstanding achievement in **both** teaching and intellectual contributions
- 5.3.3.2. For Associate Professor a faculty member's teaching accomplishments must be judged as "Outstanding" or "Above Average". To justify a judgment of "Outstanding", the teaching portfolio: (1) must include documentation of activities and effectiveness from a broad cross-section of the sources identified under Section 5.2.1.; and (2) must clearly demonstrate that a trend of continuous improvement has occurred in the past and will continue into the future.
To justify a judgment of "Above Average" the same two conditions must exist. However, one element may preclude a summary judgment of "Outstanding".
- 5.3.3.3. To earn a judgment as "Above Average" in intellectual contributions the candidate's portfolio must include the following:
 1. Clear evidence that the candidate has accepted scholarly activity as an on-going

professional responsibility such that it will continue into the future, **and**

2. Clear evidence that continuous improvement in the quality of the candidate's scholarly activities also will continue into the future, and,
3. The individual must have eight intellectual contributions overall. The individual must have published at least four refereed articles or books, with a minimum of two discipline-based non-pedagogical refereed articles or books (Category 1A – except for scholarly book chapters). Two of the four refereed articles or books may be refereed pedagogical articles (Category 1B) or scholarly book chapters.
4. The individual must have contributed 100 percent for one intellectual contribution and 50 percent or more to another of the intellectual contributions required in 5.3.3.3.3.

5.3.3.4. To earn a judgment of "Outstanding" in intellectual contributions the candidate's portfolio must include the following:

1. Clear evidence that the candidate has accepted scholarly activity as an on-going professional responsibility such that it will continue into the future, **and**
2. Clear evidence that continuous improvement in the quality of the candidate's scholarly activities also will continue into the future, and
3. The individual must have more than eight intellectual contributions overall. The individual must have published at least six refereed articles or books, with a minimum of four Category 1A intellectual contributions (except for scholarly book chapters). Two of the six refereed articles or books may be Category 1B intellectual contributions or scholarly book chapters. The number of required refereed articles or books may be reduced by one for every Category 1A intellectual contribution of

exceptional quality and the individual's contribution was substantial as documented to the department chair by the individual's co-author(s). It is incumbent upon the individual to make the case for establishing that the intellectual contribution is of exceptional quality.

4. The individual must have contributed 100 percent for one intellectual contribution and 50 percent or more to another of the intellectual contributions required in 5.3.3.4.3.

5.3.4. Professor

The requirements for an initial appointment or promotion to the rank of Professor are as follows:

5.3.4.1. A minimum of three years but typically six years of full-time teaching experience at the rank of Associate Professor and normally ten years' full-time teaching experience since receipt of the terminal degree is required. Granting early promotion to Professor is rare. Promotion prior to six years will require Outstanding achievement in **both** teaching and intellectual contributions.

5.3.4.2. Teaching accomplishments must be judged as "Outstanding" or "Above Average". To justify a judgment of "Outstanding", the teaching portfolio: (1) must include documentation of activities and effectiveness from a broad cross-section of the sources identified under Section 5.2.1.; and (2) must clearly demonstrate that a trend of continuous improvement has occurred in the past and will continue into the future.

To justify a judgment of "Above Average", the same two conditions must exist; however, one element may preclude a summary judgment of Outstanding.

5.3.4.3. In recognition of the fact that a faculty member should seek continuous improvement in the quality of the faculty member's intellectual contributions as the faculty member's career continues, the portfolio of intellectual contributions considered in the review for

promotion to the rank of Professor should include only high quality intellectual contributions since promotion to Associate Professor. For items submitted for review, faculty are expected to document the external peer review process.

- 5.3.4.4.** In order to earn a judgment of "Above Average" for purposes of promotion to the rank of Professor, the individual must have ten intellectual contributions overall since the most recent promotion to Associate Professor (faculty members who received promotion to Associate Professor cannot submit articles for promotion to Full Professor that were submitted as part of the previous promotion documentation). The individual must have published at least five refereed articles or books since receiving promotion, with a minimum of two Category IA intellectual contributions (except for scholarly book chapters). Three of the five refereed articles or books may be Category IB or scholarly book chapters.
- 5.3.4.5.** In order to earn a judgment of "Outstanding" for purposes of promotion to the rank of Professor, the individual must have more than ten intellectual contributions overall since receiving the most recent promotion to Associate Professor (faculty members who received promotion to Associate Professor cannot submit articles for promotion to Full Professor that were submitted as part of the previous promotion documentation). The individual must have published at least six Category I intellectual contributions since receiving tenure, with a minimum of three Category IA intellectual contributions (except for scholarly book chapters). Three may be Category IB intellectual contributions (or scholarly book chapters). The number of required refereed articles or books may be reduced by one for every Category 1A intellectual contribution of exceptional quality and the individual's contribution was substantial as documented to the department chair by the individual's co-authors. It is incumbent upon the individual to make the case for establishing that the intellectual contribution is of exceptional quality.

5.3.5. Specific Term Faculty

Annual reappointment of specific term faculty will require reasonable progress toward meeting the requirements of a continuous appointment. Reappointment recommendations by department review committees, department chairs, the Personnel Advisory Council, and the Dean will provide an evaluation on this progress on appropriate University and/or College of Business Administration forms.

5.3.6. Exceptions

Extraordinary situations regarding timing of promotion and tenure decisions will be resolved through joint deliberation as appropriate among the department review committee, Department Chairperson, Dean, and/or the Personnel Advisory Council. The resolution shall be signed by the Dean and the faculty member, and it shall be included in the faculty member's personnel file.

During the Spring 2005 semester, the CBA faculty voted for changes in the standards for earning evaluations of Outstanding or Above Average. These changed standards for appointment, reappointment, promotion, and tenure shall apply immediately to all persons accepting an initial contract in fall 2005. For those hired before fall 2005, the standards for tenure and promotion to Associate, in effect at the time of hiring, will continue to be applied, unless the individual specifically indicates a desire to be evaluated using the new criteria. Retroactive application of the changed standards shall be limited to applications for promotions to Professor filed starting with the 2007-2008 academic year unless the individual specifically indicates a desire to be evaluated using the new criteria.

5.4. Annual and Ongoing Faculty Evaluation

Standards relating to the evaluation of faculty are essential to the continued excellence of the Departments and of the College of Business Administration at the University of Nebraska at Omaha. Annual reviews of faculty are intended to provide positive constructive evaluation of all activities relevant to performance of the faculty member's duties and responsibilities at the University of Nebraska at Omaha. The purpose of the review process is: 1) to encourage faculty to achieve excellence in teaching, intellectual contributions, and service; and 2) to reward achievements in these areas. This system will be used for the annual evaluation of performance of each faculty member. The results also will be used to establish priorities for exceptional performance (i.e., merit)

salary increments, for summer teaching assignments, and for other appropriate purposes.

Accordingly, performance evaluations must include evaluations of the faculty member's activities in teaching, intellectual contributions, and service (i.e., professional, University, and community). The normal expectation is that faculty will contribute in these areas of activity as described in Sections 5.2. to 5.3.6., but this system of annual reviews is separate from and different from the Section 5.3.5. reappointment process, the Section 5.4.4. exceptional performance (i.e., merit) pay process, and the Section 5.5. professional development planning process. Consistent with University-wide procedures, guidelines, and timetables, the following sequence of steps and procedures will occur:

- 5.4.1. Each faculty member will be asked to submit to the faculty member's chairperson, at the appropriate time each spring, an annual report detailing the faculty member's activities in the areas of: (1) teaching, (2) intellectual contributions, and (3) service. The report will cover the period since the last report. Each faculty member is expected to include all relevant documentation, including written statements from colleagues who have had the opportunity to observe and review their activities.
- 5.4.2. The chairperson will initiate the consultation process adopted by the faculty in the department in order to develop the annual performance review of each faculty member.
- 5.4.3. The chairperson will submit to each faculty member the chair's written appraisal of and verbal comments on the department's written evaluation of the faculty member's annual performance. This appraisal will be reviewed with the faculty member **before** the chairperson proceeds with the exceptional performance (i.e., merit) pay review process.
- 5.4.4. The annual review performance evaluation process will be done in accordance with the policies and procedures of the Office of Academic Affairs. After the annual review performance evaluation process is completed, the chairperson will initiate the appropriate consultation processes to assist the chair in ranking faculty for exceptional performance (i.e., merit) pay purposes. Individual faculty members will be informed of the results of the departmental exceptional performance (i.e., merit) pay evaluation and each faculty member may include a written response to that evaluation before the results are submitted to the Dean. The faculty member will have five working days to submit the response prior to consideration by the Dean.

5.4.5. The departmental chair shall give a copy of the written appraisal of each faculty member to the evaluated faculty member.

The departmental chair shall give to the Dean a written recommendation concerning exceptional performance evaluation and priority for merit salary increase.

5.4.6. The Dean in consultation with the Personnel Advisory Council will determine the final classification of faculty for merit purposes, considering all faculty in the College.

5.5. Faculty Professional Development Planning

Evolving expectations, responsibilities, and activities of faculty have ramifications on recruiting new faculty and the allocation of resources for purposes of the continuing professional development of continuing faculty. Accordingly, it is appropriate for all faculty to engage in both long-term and short-term professional development planning.

5.5.1. Long-Term Professional Development Planning

As identified in the standards for accreditation from the American Assembly of Collegiate Schools of Business (AACSB), each faculty member will develop and maintain a written long-term Professional Development Plan. This plan, normally not longer than five typed pages, will describe how the faculty member sees the faculty member's professional portfolio (i.e., teaching, intellectual contributions, and service) evolving over the next five years in support of the Mission of the College. Both prior to and after the award of tenure, the faculty member's department Chair and the Dean shall offer specific written appraisals of the faculty member's long term plan, identifying its strengths as well as specific suggestions for improvement.

The teaching plan will indicate the general content areas in which the faculty member expects to teach, how the faculty member sees the subject matter evolving in these content areas, and how the faculty member will seek to improve teaching effectiveness. The intellectual contributions plan should explore major thrusts that are anticipated and identify general qualitative and quantitative objectives. The Service area plan should be consistent with the professional growth of the faculty member and the needs of the department and College. Professional development activities, and the associated budgetary ramifications, necessary to be successful should be identified.

This long-term Professional Development Plan should not foreclose faculty from pursuing specific opportunities as they

arise. The Plan will be updated and discussed each year with the department Chair and will be the basis for determining and evaluating specific objectives for the coming year.

5.5.2. Annual Performance Planning

As an adjunct to, but separate from, the Section 5.3.5. reappointment process, the Section 5.4. system of annual reviews, and the Section 5.4.4. exceptional performance (i.e., merit) pay process, each year the faculty member will update his/her long-range Professional Development Plan and develop specific objectives for the coming academic year. The strategic planning documents (e.g., Mission Statement) of the College include an expectation of high quality teaching, high quality intellectual contribution, and appropriate service by every faculty member. While maintaining a long-term profile with these characteristics, it is recognized that immediate needs of the department or short-term opportunities may cause a faculty member's annual priorities to be different from one year to the next. This can be accommodated by the work load policy of the University when part of a long-term professional development plan.

6. Student Grade and Suspension Appeals

6.1. Procedures for Undergraduate Student Grade Appeals

6.1.1. The Undergraduate Grade Appeal Committee will consist of two faculty members, two student members, and the Associate Dean. At least one of the faculty members shall be a member of the Undergraduate Program Council. The two faculty members shall be selected by the Council Chairperson. The two students shall be selected by the Chairperson of the Council from a panel of students who have been appointed by the Dean for a term of one year. The Associate Dean will chair the Undergraduate Grade Appeal Committee.

6.1.1.1. If any potential or existing committee member perceives a possible conflict of interest, then that individual is expected to immediately deliver to the Dean in writing stating the conflict and excuse himself/herself.

6.1.2. Any student member of the College or any faculty member of the College may nominate a student to be on the Student Grade Appeal Panel. Each year, the Dean shall select students from

the list of nominated students. (from 6.1.4) Student panel members may not be selected for a specific grade appeal if they have been members of the class from which the appeal is taken. No student may be permanently or temporarily appointed unless he/she shall have qualified prior to the date of his/her appointment. A student shall qualify only when the student has completed at least sixty (60) hours of college credit, at least twenty (20) of which were earned in residency at the University of Nebraska at Omaha; the student must be registered in the College and must have completed at least twelve (12) hours in Business core courses as defined by the current catalog or the catalog used for that student's senior check for the University. The student must be in good standing in CBA and UNO.

- 6.1.3** Each faculty member and student member of an Undergraduate Grade Appeal Committee, other than the Chairperson, shall have one vote in all proceedings and decisions during the hearing unless those decisions are limited to some other specified party or body by the College *Bylaws*. The Chairperson shall have no vote in the final decision of the hearing unless or until the other members shall have become equally divided.
- 6.1.4** The Undergraduate Grade Appeal Committee shall have the power to order a change of the grade for any course within the College upon its finding that the original grade was prejudiced or capricious; as well as there is substantial reason to believe that the grade should have been different than that awarded.
- 6.1.4.1** The committee's decision shall be in writing. Within seven (7) calendar days of the committee's decision, by a written communication, the committee shall inform the student, the faculty member, the department Chair, the Chair of the Undergraduate Program Council and the Dean of the committee's decision. If the decision is to recommend that the grade be changed, then the faculty member shall have seven (7) calendar days to file the appropriate "Change of Grade" form. If the faculty member fails to file the appropriate "Change of Grade" form, then the Dean of the College shall file the appropriate form to make the change effective.
- 6.1.5** A student may initiate an appeal by the filing of the Grade Appeal Filing Form. This form shall be delivered to the Office of the Dean of the College. The Dean shall then notify the student, the faculty member, the Undergraduate Program Council, the Associate Dean, and the appropriate departmental Chairperson

of the fact that an appeal has been filed. Such notification shall include a copy of the form filed by the student.

- 6.1.6** The Student Grade Appeal Hearing shall be scheduled within thirty (30) calendar days following the day the Grade Appeal Filing Form was delivered to the Dean's office. If the appeal hearing is to be held more than thirty (30) calendar days after the filing, the Dean or his/her designee must approve the delay and the Dean or his/her designee shall provide a written explanation to the parties involved, i.e. student, instructor, and chairperson of the Undergraduate Program Council, as to the reason(s) for the delay.
- 6.1.7** The deadlines for initiating an Undergraduate grade appeal are:
- A. For a course completed during the fall semester, the last business day in January;
 - B. For a course completed during the spring semester, the last business day in June;
 - C. For a course completed during any of the summer sessions, the last business day in September.

The Dean may extend the deadlines. If an extension is granted, the Dean shall state in writing to the student, the instructor, the Chairperson of the Undergraduate Program Council and the Associate Dean the reason(s) for the extension.

6.1.8. Procedures During the Hearing.

A hearing shall be scheduled by the Associate Dean as soon as the appeal is properly filed and notice given.

- 6.1.8.1.** During the hearing the following information must be presented:
- 6.1.8.1.1.** The official syllabus and the course syllabus for the course from which the student is appealing the grade.
 - 6.1.8.1.2.** If available, the materials which were used to ascertain the grade of the student, tests, papers, and any other graded materials.
 - 6.1.8.1.3.** A spreadsheet containing all recorded grades for all class members. Such grades shall include each individual item

considered in awarding a grade and the final totals awarded to all students in the class but in no circumstances shall the identity of any other class member be disclosed.

6.1.8.2. During the hearing the following information may be presented:

6.1.8.2.1. The oral testimony or written statements of student members of the instructor's classes, past and present.

6.1.8.2.2. The instructor may use standardized College of Business Administration student evaluation forms from his/her past or present classes.

6.1.8.2.3. The oral testimony or written statements of faculty and administrative employees.

6.1.8.2.4. The testimony or written statement of any other person who the Chairperson shall give leave to inject information.

6.1.8.2.5. The student and the faculty member may choose to be accompanied at the hearing by a counselor. That counsel may quietly and confidentially counsel that party during the hearing; but, a counselor may not address the hearing. If a counselor addresses the hearing rather than the party, then, upon the request of any member of the committee, the Chair of the committee shall promptly exclude the counselor from the hearing.

6.1.8.3. During the hearing the following information cannot be presented:

6.1.8.3.1. Evidence of academic dishonesty unless written notice is given the student at least seventy-two (72) hours prior to the scheduled time of the hearing that this claim shall be voiced.

6.1.8.3.2. Extraneous, immaterial or irrelevant materials dealing with the instructor or the student as determined by the Chairperson of the Committee.

6.1.8.3.3. The actual grade records used by the instructor to record the grades for all class members.

6.1.9. Upon the completion of the hearing, the Chairperson shall excuse all but the members of the committee. The members shall then vote on the validity of the claim and any change which they feel proper. This and all other votes of the committee shall be by secret ballot. As soon as the votes are counted by the Chairperson in full view of the committee members, the ballots shall be destroyed and the final decision announced to the committee by the Chairperson. In no case shall the number of votes cast on either side of the disputed grade be disclosed to anyone except the Dean of the College. In no case shall the individual votes of the members of the committee be disclosed to anyone.

6.1.10. If a grade change is made, no record of the previous grade shall be retained in any record.

6.2. Procedures for Undergraduate Student Suspension Appeals

6.2.1. The Undergraduate Suspension Committee shall hear student suspension appeals. The Undergraduate Suspension Committee shall consist two faculty members, two students and the Associate Dean. At least one of the faculty members shall be a member of the Undergraduate Program Council. The two faculty members shall be selected by the Council Chairperson. The Associate Dean of the College shall serve as Chairperson and select the two student members to hear a specific appeal from the panel of students appointed by the Dean for grade appeals. Each faculty and student member shall have one vote. The Chairperson shall have no vote in the final decision unless or until the other members shall have become equally divided.

6.2.2. The Committee shall hear appeals from students who are suspended because of academic deficiencies.

6.2.3. A student may initiate an appeal by signing a Petition for Extension of Probationary Status and Relief from Academic

Suspension and submitting a letter explaining any extenuating circumstances which led to the poor academic performance to the Office of the Dean of the College by the date which has been specified by the Dean to be the deadline for each semester. If the Dean does not specify a different date, then the deadline for grade appeals in section 6.1.7 shall provide the deadline for suspension appeals. The Associate Dean shall determine if an appeal has been properly filed, and then the Associate Dean shall by a written notice inform the student, the relevant department Chair, the Undergraduate Program Council, and the Dean.

- 6.2.4.** The Undergraduate Suspension Committee shall act as expeditiously as possible and in no case shall it delay its decision for more than thirty (30) calendar days from the date of the filing of the appeal.
 - 6.2.5.** The Committee shall consider the student's letter which was submitted at the time of the initial appeal. The student may attend this meeting if he/she wishes. As defined in section 6.1.2.8.5., the student may be accompanied by a counselor.
 - 6.2.6.** If the Committee denies the appeal, then the Committee shall recommend to the Dean that the student be administratively withdrawn from classes with a full tuition refund. The student's suspension shall be in effect for a period of one academic year from the date of the original suspension. If the Committee grants the appeal, then the student shall be allowed to remain enrolled in the classes while continued on probation. The student's file shall be reviewed at the end of the semester to determine if he/she meets the required grade point average.
- 6.3.** Procedures for graduate student grade appeals and graduate student suspension appeals shall be handled by the relevant graduate program committee or Council. For College-wide graduate programs, the process shall be substantially similar to *Policy and Procedures* 6.1 and 6.2.