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**UNIVERSITY OF  
COLORADO DENVER**

*The Business School at UC Denver*

**HANDBOOK**

4-15-2009

# FOREWORD

THESE POLICIES AND PROCEDURES ARE NOT INTENDED TO REPLACE OR SUPERSEDE UNIVERSITY DOCUMENTS.

In particular, the following documents contain useful and important information on a variety of topics, whereby faculty members, staff and students may wish to consult them. Internet references are believed current and accurate as of this writing, but as they often change, they cannot be guaranteed.

## Faculty Handbook

The most recent edition of the University Faculty Handbook contains excerpts from the Laws of the Regents, the Standards and Procedures documents, and other relevant publications. For matters related to selection of officers, faculty retention, tenure, promotion, faculty titles, faculty benefits, faculty organization and general university organization, this document is essential. A current copy may be found at <https://www.cu.edu/content/faculty-handbook>

## UC Denver Catalog

This is the official publication of the academic programs and regulations of the Business School. Degree requirements, admission procedures, and so forth are given here. It is generally published on an annual basis. In general, the catalog in effect when a student was admitted to the Business School is the effective one for that student, even if the requirements change in later editions. <http://www.cudenver.edu/Academics/Catalog/Pages/default.aspx>

## Administrative Memoranda

These documents come from both University Central Administration and from the Campus. Normally they are concerned with detailed procedures, schedules, deadlines, formats, and cover a wide variety of issues. File copies are maintained in the Dean's office.

## CU Staff Handbooks

The most recent editions of these handbooks contain information on general university history, personnel policies, salary, deductions, benefits, leave and special campus policies as they apply to state employees. Copies are available in the Center for Human Resources office and on the Internet.

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# CHAPTER I: INTRODUCTION

## I.A. PURPOSE AND OBJECTIVES

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129

130 The University of Colorado Denver is a public university in a highly educated, entrepreneurial,  
131 fast-growing area.

132 The Business School provides the largest and most extensive programs for business professionals  
133 in the region.

134 We focus on providing high quality, research driven business education to a diverse constituency  
135 of full-time and part-time students. Our goal is to become the best business school in the region.

136

137

### I.A.1. Mission

138 **In partnership with the business community we help drive economic vitality. We create and**  
139 **disseminate knowledge of value to academic and business communities. We empower**  
140 **business graduates to succeed and positively impact a changing global economy.**

142

### I.A.2. Shared Values

143

144 **We are a diverse academic community committed to excellence in teaching, research and**  
145 **service through:**

146

- 147 • **Ethics** in teaching and behavior
- 148 • **Innovative** programs, content and partnerships
- 149 • **Open Communications** throughout our community
- 150 • **Respect** for diverse cultures and ideas
- 151 • **Responsiveness** to the needs of students and the community

152

153

### I.A.3. Measures of Success

154

155

- Faculty Productivity
- Student Satisfaction

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- 157 ○ Community Impact
  - 159 ■ Placement
  - 160 ■ Number of graduates

#### 161 I.A.4. Constituencies

162 The School has a long history of serving the needs of the non-traditional student through  
163 appropriate scheduling of classes and development of curricula that recognize the particular  
164 talents and experiences of this constituency and that draw on them. The School recognizes this  
165 constituency and acknowledges specifically its intent to continue to serve this group in addition  
166 to its more traditional constituencies.

167 At the undergraduate level, the School serves students in a variety of disciplines from a variety of  
168 Schools and Colleges. Its undergraduate programs draw on these other disciplines as well. At  
169 the graduate level, emphasis is placed on the interaction and synthesis of the functional areas of  
170 business to a greater degree than is possible at the undergraduate level, and more advanced and  
171 research-oriented topics are included.

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# I.B. THE SCHOOL WITHIN THE UNIVERSITY

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180 The Business School is a professional school under the meanings of this term in the Laws of the  
181 Regents, and is located on the University's Denver Campus. The reporting relationships are  
182 indicated by the following diagram:

183

184

185

186

## BOARD OF REGENTS

187

**President**

188

Chancellor, University of Colorado Denver

189

Provost, UC Denver

190

Dean, Business School

191

193 The general duties of these officers are specified in the Laws of the Regents and the Standards  
194 and Procedures Documents, as are procedures related to their selection.

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# CHAPTER II: SCHOOL ORGANIZATION

This chapter is not a formal part of the School Handbook and is presented for information purposes only.

## II.A.: INTERNAL POLICY ON DUTIES AND RESPONSIBILITIES OF SCHOOL OFFICERS

### II.A.1 The Dean

The Dean, as the chief administrative officer of the School, is responsible for determining the administrative structure of the School and for appointing individuals to serve in administrative capacities.

The Dean of the School will normally serve a term not to exceed five years, following specified campus and system level procedures.

#### II.A.1.1 Duties of the Dean or Dean's Designee

Throughout this section, "Dean" means "Dean or Dean's Designee."

##### *II.A.1.1.1 Discipline and Program Directors*

The School is organized into various "faculty," as described in Section III.C.4. One faculty is defined for each discipline (e.g.: Accounting) and each program (e.g.: MBA, Undergraduate core, or MS program). Section III.C.4 gives the current list of programs and disciplines. Each discipline is represented by a Discipline Director, each program faculty by a Program Director. Program directors are responsible for their respective interdisciplinary programs. In cases where a discipline is responsible for managing an academic program (e.g.: MS-Accounting), the discipline director assumes both the functions of Program and Discipline director.

##### **II.A.1.1.1.a Appointment of Discipline Directors**

When a new discipline director needs to be appointed or when the position of discipline director becomes vacant, the discipline faculty will nominate a faculty member as its discipline director. If the Dean does not concur with the discipline faculty's recommendation, the Dean will meet with the discipline faculty to discuss his/her reason for disagreement. Appointments as discipline directors are normally for a three-year term.

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225 **II.A.1.1.1.b Appointment of Program Directors**

226 The Dean appoints program directors with the advice and consent of two-thirds of the program  
 227 faculty (as defined in Section III.C.4). Reappointments require the same advice and consent from  
 228 the program faculty as initial appointments. Appointments as program directors are normally for  
 229 a three-year term.

230 **II.A.1.1.2 General Supervision of Program and Discipline Directors**

231 The Dean is responsible for

- 232 • Issuing general guidelines for scheduling courses, classrooms, and teaching assignments.
- 233 • Refereeing conflicts over schedules, and teaching assignments.
- 234 • Coordination of program efforts regarding accreditation, and alumni placement.
- 235 • Providing general guidelines on recruiting, annual evaluations.
- 236 • Communicating budget and administrative information, administrative deadlines and  
 237 procedures to directors.
- 238 • Initiation of new programs.
- 239 • Providing compensation to directors.
- 240 • Providing staff support dedicated to individual programs.
- Evaluation of directors.
- 242 • Resolving cross-program or cross-discipline issues (e.g., courses shared by multiple  
 243 programs)
- 244 • General coordination of program and discipline activities in external relations, fund-  
 245 raising, etc.
- 246 • Coordination of accreditation issues.

247 **II.A.1.1.3 Supervision of Faculty**

248 The Dean is responsible for

- 249 • General supervision of mentoring programs.
- 250 • Reviewing teaching assignments, and refereeing conflicts.
- 251 • Career development for faculty.

252 **II.A.1.1.4 Recruiting**

253 The Dean is responsible for

- 254 • Identification and definition of new positions (with advice of program and discipline  
 255 directors).

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255 • Appointment of appropriate faculty for review of candidates (program faculty or other group as appropriate).

258 • Coordination of administrative aspects of recruiting (e.g. affirmative action).

### 259 **II.A.1.1.5 Staff**

260 The Dean is responsible for

261 • The assignment of staff to support programs.

262 • The continued formal evaluation of classified staff, consistent with state-specified  
263 procedures, and with advice of directors, coordinators, and/or supervisors to whom staff  
264 are assigned.

### 265 **II.A.2 The Associate Deans**

266 The Associate Deans will normally be appointed by the Dean from the faculty for a period of 3  
267 years. The Dean should consult with members of the faculty over potential candidates for the  
268 Associate Dean positions and appoint advisory committees as necessary.

### 269 **II.A.3 Program and Discipline Directors**

270 Specific duties of program and discipline directors are given below. The director serves both as  
271 the "leader" and "manager" of the discipline or program.

#### 272 **II.A.3.1. Responsibilities of Discipline Directors**

273 Each discipline is responsible for

274 • the undergraduate areas of emphasis in its discipline

275 • the graduate programs and degrees within its discipline

276 • the faculty within that discipline.

#### 277 **II.A.3.1.1 Program Administration**

278 Discipline directors assume all responsibilities of program directors for disciplines with  
279 discipline specific programs (i.e.: MS programs).

#### 280 **II.A.3.1.2 Faculty**

281 Discipline directors are responsible for

282 • Faculty orientation:

283 Discipline directors are to work with the Dean's office to develop and maintain a standard  
284 orientation package for all new faculty members. The orientation should acquaint new  
285 faculty members with basic operating procedures, instructional-support services, and  
286 academic policies, values, and norms. Also, the program director is responsible for  
287 conveying any additional expectations that are unique to his/her program.

288 • Faculty searches:

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- 290 ○ Create search committees, administer searches, coordinate with the School HR office, and make recommendations on hiring candidates to the Dean's office.

291 ● Part-time faculty:

- 292 ○ recruit, train, manage, and deploy part-time faculty, including orientation, guidance in  
293 developing syllabi and course content, and monitoring teaching performance.

294 ● Identifying discipline faculty needs:

- 295 ○ communicate to Dean's office need for additional full-time faculty.

296 ● Evaluation:

- 297 ○ provide input on annual faculty performance evaluations  
298 ○ provide performance review feedback to faculty  
299 ○ provide input to Retention/Tenure/Promotion and Post-Tenure reviews.

300 **II.A.3.1.3 Research**

301 ● Promoting research:

- 302 ○ organizing research seminars and workshops  
303 ○ mentoring faculty as needed.

304 **II.A.3.1.4. Students**

- 305 ● Student advising other than clerical issues (e.g.: electives selection, career choice)

- 306 ● Address student complaints

- 307 ● Assist student placement

- 308 ● Assist student clubs

- 309 ● Alumni relations

- 310 ● Develop internship opportunities and manage internship programs, coordinate with  
311 Career Center.

312

313 **II.A.3.2. Responsibilities of Program Directors**

314 The program director serves both as the "leader" and "manager" of the program.

315 **II.A.3.2.1. Educational Policy Issues**

316 The faculty of the program is responsible for educational policy. In accordance with this, the  
317 program director:

- 318 ● Enforces admission standards for the program that have been set by the program faculty.

- 319 ● Sets curriculum for the program with the approval of the program faculty.

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- 320 • Plans strategically for the program with the approval of a majority of the designated faculty.

322 II.A.3.2.2 Administrative Issues

323 Directors bear overall responsibility for implementing and supervising their programs. They may  
324 choose to delegate some of the following responsibilities of their position but remain accountable  
325 for:

- 326 • Orienting new faculty
- 327 • Advising students and handling complaints
- 328 • Maintaining good records
- 329 • External relations
- 330 • General items of governance

331 *II.A.3.2.2.a. Program Administration*

- 332 • Reach out to professional organizations and the business community to support the  
333 program
- 334 • Provide input to discipline directors on annual faculty teaching performance
- 335 • Call meeting of program faculty at least once a semester
- 336 • Participate as a member of the Council of Directors
- 337 • Outcomes assessment

338 **II.A.3.2.2.b. Students**

- 339 • Assist student placement
- 340 • Assist alumni relations
- 341 • Student complaints will be directed to program directors based on the nature of the  
342 complaint, i.e.: whether it is discipline-specific or a general complaint regarding the  
343 M.B.A. or undergraduate program.
- 344 • The director is responsible for assisting student clubs and acting as liaison between the  
345 School and those organizations.

346 II.A.3.2.3 Admissions

347 Program directors will maintain admission-requirements files for their specific programs. The  
348 Dean's office will maintain complete files for all programs. The admission requirements will be  
349 enforced by the Director and the Dean's office. Program directors and program faculty will be  
350 responsible for reviewing and deciding on admission exceptions.

351 II.A.3.2.4 Advising

352 The program director determines the type of advising (e.g., elective-course selection and career  
353 choice versus clerical issues). Clerical issues are usually handled by the program staff or program

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354 faculty. The Director coordinates the activities of the staff and program faculty. The Director also  
355 develops and maintains a standard set of advising guidelines for the staff and program faculty to  
356 follow.

357 II.A.3.2.5 External relations to the business community, professional organizations, and  
358 community colleges

359 The Dean's office bears overall responsibility for external relations and will be responsible for  
360 keeping records of contacts with the various external constituents. With regard to general  
361 external contacts that are not program- or discipline-specific, (e.g., general fund raising), the  
362 Dean's office may delegate duties among directors. Directors are responsible for reaching out to  
363 professional organizations and the business community to support their programs. They are also  
364 responsible for assisting with alumni relations.

365 II.A.3.2.6 Scheduling

366 Under the general supervision of the Dean or the Dean's designee, the Director is responsible for  
367 developing a two-year schedule of courses and making teaching assignments. In establishing the  
368 course schedule, the director is to take into account students' demand for courses and the capacity  
369 of the faculty to deliver the program. Teaching assignments are made in conjunction with the  
370 relevant discipline directors, program directors, the Dean's office, and individual faculty  
371 members. Teaching assignments should reflect the needs and preferences of the director,  
372 individual faculty members, and other directors. The Dean's office has overall responsibility for  
373 coordinating program scheduling and teaching assignments.

374 II.A.3.2.7 Staffing

375 The Director is responsible for the selection of faculty so as to satisfy AACSB course-coverage  
376 requirements for his/her program(s). A major task is the recruitment of part-time faculty.  
377 Directors are responsible for hiring, managing and training part-time faculty. Such activities  
378 include orientation, guidance in development of syllabi and course content, and monitoring  
379 teaching performance. If a program becomes too dependent on part-time faculty, the director is  
380 responsible for communicating the need for additional full-time faculty to the Dean's office.

381 II.A.3.2.8 Internship Program

382 The Program Directors are responsible for managing internships within their areas. Specific  
383 responsibilities include coordinating with the Career Center, active promotion of internship  
384 opportunities for students, and active recruitment of organizations to provide internship  
385 positions. Internships for credit require the approval of the Director. Internships for credit must  
386 satisfy Business School academic policy and program requirements.

387 **II.A.4 Program Staff**

388 The program staff provides information services to the public and to our students. Duties include  
389 distribution of appropriate School brochures and application material, answering questions  
390 concerning classes, faculty office hours, and programs. The program staff also maintains student  
391 files for all admitted business students, processes applications in conjunction with program  
392 committees and directors, and provides advising services to students. The program advisors refer  
393 students to faculty advisors when faculty assistance is appropriate. Evaluation of transcripts,

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394 monitoring of graduation requirements, preparation of graduation and probation or suspension  
 395 lists are carried out by the program staff based on policies specified by the faculty.

396

397

### II.A.5 Office Support Services

398 This office is responsible for the following areas:

- 399 • Audio/visual (scheduling equipment, contacting Media Services, etc.);
- 400 • Computer software/hardware (inventory of software/hardware, equipment and software,  
 401 ordering repair services, etc.);
- 402 • Training (on word processing and software packages);
- 403 • Information processing (typing, word processing, reprographics, etc.);
- 404 • Supplies (maintaining an inventory of office supplies, ordering special supplies, etc.);
- 405 • Physical area access control, keys and
- 406 • Telephone services.

407

408

### II.A.6 Budget and Human Resources

409 The Budget and Human Resources office is responsible for:

- 410 • Monitoring and reporting on the budget status of the School at frequent intervals to the  
 411 Office of the Dean.
- 412 • Ensuring that all expenditures of the School are in accordance with University policies  
 413 and procedures.
- 414 • Processing all travel approval requests, informing faculty of state travel procedures and  
 415 facilitating timely payment of vouchers.
- 416 • Processing appointments, changes of status, etc. using the University's various system.
- 417 • Ensuring that administrative aspects of search processes, such as completing required  
 418 forms, processing offer letters, and so on are in accordance with University policies and  
 419 procedures.
- 420 • Personnel (time sheets for classified staff in accordance with the Fair Labor Standards  
 421 Act, State Rules and Regulations, as well as University Rules and Regulations,  
 422 performance plans and evaluations, etc.).

423 Documents will be initiated by this office. All requests for Business School expenditures must be  
 424 forwarded through this office for proper control.

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# CHAPTER III: POLICIES AND PROCEDURES

## III.A. POLICIES RELATED TO FACULTY

### III.A.1 Faculty Hiring

Recommendations concerning initial appointments to faculty positions are made by the Dean to the Vice Chancellor for Academic Affairs according to University procedures, with the advice of the faculty. In the case of appointments to the ranks of Professor, or in the case of initial appointments with tenure, the Dean shall obtain a formal recommendation from the appropriate Primary Unit before making a recommendation concerning that appointment.

As provided in Section II.A.3, the discipline director of the affected discipline administers the search process and forwards a hiring recommendation to the Dean.

### III.A.2 Retention, Tenure, and Promotion

Procedures for retention, tenure and promotion are specified under the Laws of the Regents and various University policies and procedures documents. For detailed information, the Faculty Handbook <https://www.cu.edu/content/faculty-handbook> and the "Strategy for Success" document published by the Office of the Provost should be consulted.  
[http://thunder1.cudenver.edu/CFD/Documents/strategies\\_for\\_success.doc](http://thunder1.cudenver.edu/CFD/Documents/strategies_for_success.doc)

#### III.A.2.1 The Primary Unit

The Primary Unit in the School consists of all tenured and tenure track faculty members. Voting procedures are as follows:

- For cases of reappointment, all members of the faculty of higher rank than the candidate, except that in cases involving the reappointment of a Professor, the Primary Unit shall consist of all faculty members at the rank of Professor; and in the reappointment of Associate Professors the Primary Unit will include all Associate Professors with tenure;
- For cases involving promotion, all members of the faculty of higher rank than the candidate;
- For cases involving the award of tenure, all members of the faculty holding tenure.

As provided by the Laws of the Regents, the Primary Unit may appoint an evaluation committee should it so choose.

The chair of the Primary Unit shall be elected for a three year term by the faculty. The chair of the Primary Unit will notify faculty members being reviewed for retention, tenure or promotion. At that time, specific policies, procedures and requirements will be discussed.

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### III.A.3 Expectations of Faculty

#### 453 III.A.3.1 Participation in Faculty Affairs

454 Faculty members are expected to attend regular meetings of the faculty and of committees to  
455 which they are assigned, unless their teaching or professional commitments prevent it. If a  
456 faculty member cannot attend a meeting of a committee of which she/he is a member, she/he is  
457 expected to inform the appropriate chair as soon as is reasonably possible.

458 Faculty members are expected to remain aware of actions of the faculty as a whole or of  
459 committees to which they are assigned (through study of minutes, etc. or by other means, in a  
460 timely manner). In particular, faculty members are expected to be aware of committee or faculty  
461 actions affecting curricula, rules relating to faculty or student conduct or expectations, or degree  
462 programs, and to act consistently with those actions.

#### 463 III.A.3.2 Student Relations

##### 464 *III.A.3.2.1 Office Hours*

465 All faculty members are expected to hold regularly scheduled office hours during semesters they  
466 are teaching. This includes Fall, Spring, and Summer sessions.

467 The scheduling of the office hours should be convenient for students and reflect the urban mix of  
468 our student constituency. The office hours selected by the faculty member should be  
469 communicated to the Office Support area for publication to advisors, students, and other faculty  
470 members. They should also be included on the course syllabi.

##### 471 *III.A.3.2.2 Student Advising*

472 Faculty members are expected to be aware of the degree programs and their requirements, and to  
473 participate in the counseling and advising of students.

474 Specific deadlines, procedures and requirements are listed in the University Catalog and the  
475 schedule of classes.

476 Faculty members should be available for advising students during pre-registration and  
477 registration weeks.

##### 478 *III.A.3.2.3 Counseling and Job Placement*

479 Job counseling and job placement are natural ancillary activities to student educational programs,  
480 and faculty are urged to support students in this respect in reasonable ways. This may include  
481 writing letters of recommendation and evaluation, referring students to potential employers,  
482 discussing career plans and possibilities, etc., when appropriate.

#### 483 III.A.3.3 Conduct of Classes and Teaching

484 Faculty members are expected to conduct classes and meet their teaching obligation in a  
485 thorough and professionally competent manner as determined by the prevailing standards of the  
486 faculty and the professional community. In particular:

487 Faculty members are expected to meet all regularly scheduled classes. In the event a faculty  
488 member cannot meet a class, she/he is expected to make arrangements for alternative coverage of  
489 the class and for appropriate announcements to be made. Classes generally may not be canceled

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490 unless the campus is closed. Any case in which a scheduled class is not held is to be reported to  
491 the Dean of the School.

492 Faculty members are expected to conduct classes and to determine grades in a manner free of  
493 national origin, racial, age, religious, sex or other inappropriate bias.

494 As required by Regental action, faculty members are expected to be impartial in their conduct of  
495 classes and to conduct them in a manner that ensures public confidence in the integrity of the  
496 University. Neither the solicitation, or the offering, nor the acceptance of any gratuity, favor or  
497 anything of value with a view toward influencing an instructor's or student's conduct related to a  
498 course is consistent with such public confidence. Any alleged instance of such activity on the part  
499 of any student or faculty member is to be reported to the School Internal Affairs Committee. No  
500 faculty member shall derive private gain from his/her association with the University except as  
501 provided by explicit policies of the University.

502 Faculty members are expected to have written syllabi for courses they teach, to include their  
503 office hours, attendance and grading policies, text assigned, reading assignments and such other  
504 information concerning the course, its content, and administration as may give a reasonably  
505 accurate picture of what a student enrolled in the course may expect and plan on. The syllabus  
506 should be distributed to all students in the class, and copies should be provided to the appropriate  
507 Director and to the Programs Office, for reference and response to student inquiries.

508 Faculty members are expected to conduct classes in a manner consistent with the faculty and  
509 discipline policies concerning the content, intent and pedagogical methods for that course.

510 Faculty members are expected to be aware and to adhere to general University, School and  
511 Campus policies relating to adding and dropping courses, grades, conduct of final examinations,  
512 and deadlines for reporting grades. Faculty members should ensure that any information given to  
513 students concerning such matters is accurate. The Schedule of Classes and University Catalog  
514 provide detailed instructions in these areas. Faculty members should adhere to the stated  
515 university policies regarding the scheduling and administration of final examinations.

516 Faculty members should pay particular attention to School and University policies and  
517 procedures relating to grade changes and grades of "incomplete." Where appropriate, School and  
518 University procedures should be followed. However, the responsibility for initiating any grade  
519 change in either of these cases rests with the instructor, even if he/she is not teaching in the  
520 subsequent semester, and the instructor should take this into account. As a general policy, the  
521 School only gives "IF," not "IW" grades. The use of an "IF" grade should be limited only to  
522 factors beyond the control of the student.

523 In general, students are expected to report any concern about grades or the conduct of a course  
524 within three months after the beginning of the following semester. Faculty members are  
525 expected to offer reasonable cooperation to student inquiry about grades for a period of three  
526 months into the next semester. Grade rosters and attendance sheets should be retained for a three  
527 month period into the next semester, or as may be requested by the Dean. Term papers and  
528 examinations should be retained for a period of three months into the next semester if not  
529 returned to the students.

#### 530 III.A.3.4 Attendance and Availability

531 Faculty members on appointment in any term are expected to be available for School-related  
532 work beginning one week prior to the beginning of classes for that term, or as the Dean or

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533 Chancellor may provide, and remain so until the end of the final examination period for the term.  
534 Faculty members on academic year appointments also may be asked to be available between the  
535 Fall and Spring semesters, consistent with Regents' policies. During such intervals, faculty  
536 members are expected to be regularly present on campus, to check regularly for messages or  
537 notices from faculty, staff, administration and students, and to respond to these in an appropriate  
538 timely manner. Faculty members not teaching in a term or not on appointment are expected to  
539 notify the Dean's office of their plans and how they can be reached.

540 Faculty members are expected to schedule their various personal and other outside activities in a  
541 manner consistent with their School and University duties. In general, faculty members are  
542 expected to be in the Denver geographical area and available on reasonable request to fulfill  
543 University related functions.

544 During terms in which she/he is teaching, a faculty member should generally limit absences from  
545 the Denver area to no more than two days in any given week except as the Dean authorizes.  
546 Faculty members should arrange for coverage of classes, office hours, and other University  
547 commitments. Absences should be limited to those related to University and professional  
548 activities, except for emergencies.

549 Any activity for which outside remuneration is provided is governed by the applicable laws and  
550 policies of the Regents. Faculty members are expected to be aware of these and to adhere to  
551 them. The Faculty Handbook should be consulted for specific guidance.

#### 552 III.A.3.5 Email

553 Email is an official School means of communication. Notices to faculty members may be sent by  
554 email, and faculty members may use email to communicate with other members of the School,  
555 including the Dean's office. Faculty members should check with the Dean's office to be sure that  
556 appropriate email accounts are established, and should make appropriate arrangements to check  
557 for email regularly. The availability of email does not alter other expectations of faculty such as  
558 availability and attendance.

#### 559 III.A.3.6 Service

560 Faculty members are expected to accept and carry out assignments from the Dean or his/her  
561 representative in a variety of service-related activities in the University and the community.  
562 These may include, but are not limited to: assistance with advising of students or student  
563 organizations, registration or related support, various University convocations and  
564 commencements at which faculty members may be asked to appear in academic regalia,  
565 participation in foundation, community, or alumni relations activities, support for various  
566 professional and community organizations, participation in various Disciplines, School, Campus  
567 or University committees, membership in Primary Unit and Dean's review committees as  
568 provided by the Faculty Handbook, the School Handbook, and others. In making any such  
569 assignments, the Dean is expected to take into account the faculty member's particular interests  
570 and abilities, his/her career stage, and aggregate workload, as well as the needs of the School.

571 Attendance at graduation in the appropriate academic regalia is an important part of faculty  
572 responsibilities, and all faculty members are encouraged to attend. Currently, the office of the  
573 Chancellor pays for renting the academic regalia for full-time faculty members who do not own  
574 their own regalia.

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575 III.A.3.7 Research and Scholarly Activity

576 Faculty members are expected to conduct research or scholarly activity according to the highest  
577 professional standards of quality, integrity, and ethics of the appropriate fields.

578 Faculty members are expected to pursue knowledge vigorously through all appropriate means, to  
579 articulate their findings and views in appropriate forums, and to participate in and support the  
580 pursuit of knowledge through the free exchange of ideas.

581 III.A.3.8 Collegial Relations

582 Faculty members are expected to respect the views and rights of other faculty members, staff, and  
583 students. They are expected to maintain a collegial climate in which the School may function  
584 effectively, in which students may grow and develop, and which is appropriate to scholarly  
585 research and activity.

586 From time to time, and in emergencies, faculty members may be asked to alter schedules, take on  
587 temporary duties, cover classes not normally covered, etc. Such extra activities are appropriate,  
588 and are to be considered in faculty evaluations.

589 Faculty members are expected to offer reasonable aid and support to their colleagues in relation  
590 to professional duties. In particular, senior faculty members may be asked to act as mentors:  
591 provide aid or counsel to junior faculty members in developing appropriate teaching techniques  
592 or research programs to advise them on their careers, or to help in other areas in which such  
593 advice may be helpful.

594 III.A.3.9 Assignments

595 Under the Laws of the Regents, faculty teaching and service assignments are made by the Dean.  
596 In general, faculty members are expected to accept reasonable assignments from the Dean and  
597 Directors consistent with the missions and goals of the University, and to carry them out in a  
598 competent and professional manner. In making such assignments the Dean shall take into  
599 consideration the normal course load for each rank, the aggregate workload, teaching schedules,  
600 research or scholarly activity of the faculty member, his/her career stage, rank and tenure status,  
601 particular interests and capabilities, and the needs of the School and the University. Faculty  
602 members should generally not accept assignments to University committees without consultation  
603 with the appropriate Director or the Dean.

604 It is the goal of the School that Directors and the Associate Dean for Programs maintain a  
605 competent tenure-track presence in each program offered by the School.

606 **III.A.4 Teaching Loads and Schedules**

607 In making teaching assignments and scheduling classes, the Dean and his/her representatives  
608 shall take into account the particular interests and abilities of the individual faculty members, the  
609 extent of their research and service activities, and their personal preferences whenever possible,  
610 in addition to the overall needs of the School.

611 The normal teaching loads are:

- 612 • Tenure track Assistant Professors
  - 613 ○ 4 courses per academic year (12 hours)
- 614 • Tenure track Associate Professors

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- 615 ○ 4 courses per academic year (12 hours)
- 616 ● Tenured faculty
- 617 ○ 4 courses per academic year (12 hours)
- 618 ● Instructors
- 619 ○ 7 courses per academic year (21 hours)
- 620 ● Other faculty appointments
- 621 ○ As determined by the Dean

622

623

### 624 III.A.5 Annual Evaluation of Faculty

625

#### 626 III.A.5.1 The Faculty Evaluation Process

627 Annual evaluation of teaching, research and service will be conducted by the Council of  
 628 Directors (see IV.E.1.a), based on inputs and recommendations from the Discipline Directors.  
 629 The Council of Directors will provide recommended ratings to the Dean in April of each year.  
 630 Evaluations will be provided in each area (research, teaching and service). The Council of  
 631 Directors will consider the three-year Scholarly Reports, teaching evaluations, and supplemental  
 632 information provided by faculty members.

633 The Council of Directors will evaluate faculty members in terms of teaching, research, and  
 634 service without regard to the relative weight of each area. The relative weights assigned to each  
 635 area are the results of negotiation between the Dean and the individual faculty member and  
 636 should not influence the Committee's evaluation.

637 Directors, Primary Unit Chair and the Associate Deans will be evaluated in their research and  
 638 teaching areas and service to the profession by the Review and Appeals Committee, chaired by  
 639 the Associate Dean for Faculty. Appeals of these decisions are directed to the Dean.

640 Discipline directors will inform faculty members in their discipline of the individual evaluations.  
 641 In addition, a summary of the evaluations of the faculty will be made available by the Dean's  
 642 Office.

#### 643 III.A.5.2 Research Evaluation

644 In evaluating a faculty member's research and scholarly activity, the Council of Directors and the  
 645 Dean shall take into account the amount of material and other support available to the faculty  
 646 member, the member's aggregate workload, and the nature of the field in which the scholarly  
 647 activity occurs. The criteria to be used in annual evaluation of research are detailed in documents  
 648 available from the Council of Directors.

#### 649 III.A.5.3 Teaching Evaluation

650 The criteria to be used in annual evaluation of teaching are detailed in documents available from  
 651 the Council of Directors.

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652 III.A.5.4 Service Evaluation

653 The criteria to be used in annual evaluation of service are detailed in documents available from  
654 the Council of Directors.

655 III.A.5.5 Faculty with Administrative Downloads.

656 For the purpose of annual service evaluation of faculty with downloads for administration, the  
657 "service" component shall be broken into two parts:

- 658 • Service related to the download.  
659 • Service activities undertaken as a faculty member.

660 In the annual review process, the Dean's or Dean's designee shall provide the evaluation for the  
661 activities for service related to the download. Service undertaken as a faculty member shall be  
662 evaluated as per any faculty member

663 III.A.5.6 Appeals

664 Faculty members having questions about their evaluations should discuss matters of concern with  
665 their Discipline Director, the Associate Dean for Faculty and the Dean, respectively. Should  
666 these consultations fail to resolve the problem, the faculty member may, within three weeks of  
667 the evaluation, request a review by the Review and Appeals Committee. The request should be  
668 addressed in writing to the Associate Dean for Faculty.

669 The Dean will review the evaluations of the faculty, and inform the chair of the Council of  
670 Directors when significant differences exist between the Dean's and the Committee's  
671 evaluations.

672 **III.A.6 Salary and Salary Adjustments**

673 All matters concerning allocation of available funds and salary adjustments are under the Dean's  
674 supervision and administration pursuant to the Laws of the Regents. In making  
675 recommendations for salaries and salary adjustments, the Dean shall take into account the  
676 opinions of the Primary Unit (in cases involving appointments) and the results of the evaluation  
677 process (see Section III.A.5) before determining his/her recommendation.

678 **III.A.7 Staff and Staff Support**

679 Staff support is provided to faculty and students based on available funds and current  
680 organizational needs.

681 **III.A.8 Graduate Research and Teaching Assistants**

682 Graduate Research and Teaching Assistants will be provided on a semester basis as funds permit.  
683 Faculty members should request teaching assistants through the Associate Dean for Faculty at the  
684 start of each semester. Graduate and Research Assistants should be requested in May for the  
685 Summer and Fall semesters and during November for the Spring semester.

686 **III.A.9 Sabbatical Leaves**

687 The Business School recognizes sabbatical leaves as an essential component of faculty and  
688 institution development. The sabbatical leave represents a significant investment by the

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689 individual and by the School. Activities during a sabbatical leave should be selected by the  
690 faculty member to enhance that faculty member's capabilities as a member of the School.

691 Specific sabbatical policies adopted by the School include the following:

- 692 • Sabbatical requests will initially be considered by the Sabbatical Committee. This  
693 Committee will be composed of all tenured faculty members who are not currently  
694 eligible for sabbatical. The chair of this Committee will be the Primary Unit Chair. In the  
695 event the Primary Unit Chair is eligible for sabbatical, the Committee will elect its Chair.
- 696 • By September 15th of each year, the Dean will advise all faculty members who will be  
697 eligible at the end of the academic year of such eligibility.
- 698 • By October 15, each eligible faculty member will notify the Sabbatical Committee Chair  
699 of the intention to accept or decline the leave opportunity. If the intention is to accept, the  
700 faculty member will, at the same time, submit a sabbatical request. The request for a  
701 sabbatical leave takes the form of a memorandum or letter to the Sabbatical Committee  
702 Chair stating (a) how the proposed sabbatical leave will be used, i.e., the manner in which  
703 scholarly competency will be improved and/or intellectual resources developed through  
704 award of the sabbatical, (b) the number of years that have elapsed since award of prior  
705 sabbatical or faculty fellowship, and (c) whether the request is for one full year at half pay  
706 or for one half year at full pay.
- 707 • It is recognized that faculty members may be unable to have established definitive plans  
708 by October 15. Accordingly, sabbatical requests may be rather general or may include  
several possible alternatives.
- 710 • A full-year sabbatical at half pay should also be accompanied by documentation of efforts  
711 to obtain outside funding support for the non-sabbatical semester. If outside funding is  
712 not obtained, the request should also include a plan by which the faculty member  
713 somehow contributes to funding of the sabbatical.
- 714 • The Sabbatical Committee shall forward its recommendations to the Dean and each  
715 candidate by October 31. Except in rare instances of genuine emergency, difficulty in  
716 maintaining the ongoing academic program will not be a criterion for denying a sabbatical  
717 request. In the event that for such reasons a faculty member is denied a leave, or if a  
718 faculty member elects to defer the leave for personal reasons, that faculty member will  
719 have priority over other candidates in subsequent years.
- 720 • The Dean will advise each candidate and the Sabbatical Committee of his/her decision by  
721 November 15. If the Dean's decision differs from the Sabbatical Committee's  
722 recommendation, the Committee will reevaluate the request and submit a  
723 recommendation to the Dean.

#### 724 III.A.10 Consulting and Outside Activity

725 Specific University rules apply to outside activity for which outside remuneration is obtained.  
726 Faculty members are expected to act consistently with these rules as defined in the University of  
727 Colorado Faculty Handbook.

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### III.A.11 Faculty Awards

The Business School desires to recognize outstanding faculty members who contribute significantly to the accomplishment of the mission of the School and the University. The following awards were established to identify outstanding individuals in teaching, research and all around excellence service.

#### III.A.11.1 Outstanding Teacher Awards

Purpose: To recognize one tenure/tenure-track and one non-tenure-track full time faculty member for outstanding teaching in the Business School at UCDHSC during the preceding three calendar years.

Selection criteria:

- Effective teaching in the classroom as evidenced by course evaluations.
- Service on Business School academic committees, i.e., curriculum committees, student selection committees.
- Service in academic duties, i.e., student advising, orientation, student associations.
- Performance over the last three calendar years, or such time as the individual has been appointed as a faculty member at the University of Colorado Denver, if shorter.

Selection process:

- All faculty members who taught at least 3 sections a year during the preceding three calendar years and earned a 4.0 rating in teaching at the last annual evaluation are eligible for consideration.
- The selection committee will consist of the teaching award winners from the previous three years, who during this term will be ineligible for this award, with appointments to any vacancies made by the Dean.
- The course evaluations will be tabulated for all faculty members by the Dean's office. The Dean's office will provide three-year reports.
- Nominations for the Teaching Award can be made by students, faculty members and staff.
- The selection committee will submit the name of the award recipient to the Dean by April 1.
- The announcement of the recipient will be made in April at the Spring Faculty meeting.
- The winner will receive a personalized plaque and have his/her name engraved on the Business School outstanding teacher plaque.
- The winner will receive high priority for professional development support for the next academic year.

#### III.A.11.2 Outstanding Research Award

Purpose: To recognize the faculty member of the Business School at UCDHSC who contributed the most to academic research for the preceding three calendar years.

Selection criteria:

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- 766 • Contribution to the research reputation of the Business School.
- 767 • Quality and quantity of refereed journal articles.
- 768 • Service as editor.
- 769 • Service as reviewer.
- 770 • Publishing awards.
- 771 • Presentations at professional meetings.
- 772 • Assistance to other faculty members.
- 773 • Performance over the last three calendar years, or such time as the individual has been
- 774 appointed as a faculty member at the University of Colorado Denver, if shorter.
- 775 Selection process:
- 776 • Faculty members are nominated by the Chair of the Primary Unit to the Selection
- 777 Committee from the pool of faculty members who earned a 4.0 in research at the last
- 778 annual evaluation. The Dean's office will provide three-year reports as needed.
- 779 • The selection committee will consist of the research award winners from the previous
- 780 three years, who during this term will be ineligible for this award, with appointments to
- 781 any vacancies made by the Dean.
- 782 • The selection committee will submit the name of the award recipient to the Dean by April
- 783 1.
- 784 Award:
- 785 • The announcement of the recipient will be made in April at the Spring Faculty meeting.
- 786 • The recipient will receive a plaque and have his/her name engraved on the Business
- 787 School scholar plaque.
- 788 • The recipient will receive high priority for professional development support for the next
- 789 academic year.
- 790 III.A.11.3 Outstanding Service Award
- 791 Purpose: To recognize the faculty member for outstanding service contributions during the
- 792 preceding three calendar years.
- 793 Selection criteria:
- 794 • Service to the evaluatee's discipline.
- 795 • Service to the School.
- 796 • Service to the Campus.
- 797 • Service to the University.
- 798 • Service to the metropolitan area and the State.
- 799 • Service to the profession.

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- 800 • Performance over the last three calendar years, or such time as the individual has been  
801 appointed as a faculty member at the University of Colorado Denver, if shorter.

802 Selection process:

- 803 • Nominees for the Outstanding Service award include faculty members who have earned a  
804 4.0 rating at the last annual evaluation. The Dean's office will provide three-year reports  
805 as needed. Nominations also can be submitted independently by faculty and students.
- 806 • The selection committee will consist of the three service award recipients from the  
807 previous three years, who during this term will be ineligible for this award, with  
808 appointments to any vacancies made by the Dean.
- 809 • The selection committee will submit the name of the award recipient to the Dean by April  
810 1.

811 Award:

- 812 • The announcement of the recipient will be made in April at the Spring Faculty meeting.
- 813 • The recipient will receive a plaque and have his/her name engraved on the Business  
814 School Outstanding Service plaque.
- 815 • The recipient will receive high priority for professional development support for the next  
816 academic year.

817

## 818 III.B: POLICIES RELATED TO STUDENTS

### 819 III.B.1 Academic Honesty

820 The faculty has jurisdiction over cases of alleged academic dishonesty under the Laws of the  
821 Regents. In general, academic dishonesty consists of plagiarism or representing as one's own  
822 work that which is not, providing false or misleading information on University documents or to  
823 University personnel, unauthorized possession of examinations or information pertaining to  
824 them, complicity in such acts, and similar offenses. Students are expected to familiarize  
825 themselves with the policies and standards of the individual fields and disciplines and to follow  
826 them.

- 827 • In cases of alleged academic dishonesty, the instructor must confront the student with  
828 the alleged offense. Circumstances permitting, this should occur in the presence of a  
829 third party who can serve as a witness to the confrontation.
- 830 • In all cases of alleged academic dishonesty, the instructor must refer the matter to the  
831 School Internal Affairs Committee described under IV. E.1.

### 832 III.B.2 Expectations of Students

833 Students are expected to respect the rights of all other members of the University community.

834 Students are specifically reminded of the guidelines published by the Office of Student Academic  
835 Services concerning their rights and responsibilities, including the Standards of Conduct. They

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836 are expected to be aware of such regulations and to abide by the rules and procedures specified in  
838 them. It should be noted that the procedures to be followed in cases of alleged academic  
839 dishonesty in the College are described below. These procedures take precedence over those  
described in the above mentioned guidelines.

840 Students are specifically expected to refrain from any conduct inimical to the pursuit of  
841 knowledge through the free exchange of ideas and to avoid any disruptions of University  
842 functions.

843 Students are expected to devote themselves energetically to the pursuit of knowledge in the  
844 curricula in which they are enrolled and in other ways appropriate to the University setting.

845 Students are held to standards of basic competence in the use and understanding of written and  
846 spoken English and accuracy in numerical calculations, and are expected to familiarize  
847 themselves with these standards in their various courses and exercises.

848 Cases in which it is alleged that students have failed to meet these expectations are to be referred  
849 to the School Internal Affairs Committee.

### 850 III.B.3 Procedures Regarding Disputes: The School Internal Affairs Committee

851 The School Internal Affairs Committee is a standing committee of the faculty, as described in  
852 Section IV.E.1.

853 a. The Committee is charged to hear and to adjudicate matters relating to academic  
854 dishonesty and to advise the Dean in cases in which it is alleged that either a  
856 student or a faculty member has failed to meet his/her expectations as set forth  
herein.

857 b. In any case in which a student alleges that an instructor's conduct of a course has  
858 been contrary to expectations or inimical to the pursuit of knowledge through free  
859 inquiry, she/he shall advise the Dean in a signed statement of the situation and  
860 why she/he feels the instructor's conduct of the class was inappropriate. Such a  
861 statement shall be delivered to the Dean's office **not later than two weeks** after  
862 the beginning of the semester following the one in which the conduct is alleged to  
863 have occurred. If the Dean in his/her discretion deems it appropriate, she/he may  
864 refer the matter to the School Internal Affairs Committee for an opinion advising  
865 on the facts of the matter.

866 c. In cases in which it is alleged that a faculty member has not met the expectations  
867 of the School as specified in this Handbook, the Committee shall investigate  
868 thoroughly the situation with all reasonable speed and render its opinion in writing  
869 to the Dean. In such cases, the Committee will limit its attention to whether a  
870 violation of expectation has occurred.

871 d. With respect to grade complaints, neither the Committee nor the Dean, nor any  
872 director will offer an opinion with respect to the qualitative assessment of a  
873 student's work, but may consider whether the procedures used to determine a  
874 grade were consistent with the syllabus and written amendments thereto. In  
875 instances where grading procedures were inconsistent with the syllabus and  
876 amendments, the Committee will recommend to the Dean a remedy for the

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- 877 student and/or a response to the instructor which is justified by the facts in the  
878 case.
- 879 e. In cases in which it is alleged that a student has violated standards of academic  
880 honesty:
- 881 1. If the offense is admitted, the instructor shall recommend appropriate action to the  
882 Committee, which will limit its review of the incident to an evaluation of the  
883 nature of the offense for purposes of determining whether the proposed penalty  
884 is consistent with prevailing standards and practices for the School. If the  
885 Committee finds the proposed penalty to be inappropriate, it shall recommend  
886 an alternative. The Committee shall forward its findings on the issue to the Dean  
887 for his/her final determination.
  - 888 2. If the offense is denied or if the student remains silent, the Committee shall  
889 arrange a hearing on the matter as quickly as possible. Prior to such hearings,  
890 the Committee shall notify the student in writing (sent to the student's address  
891 as reflected in the University records) of the nature of the charges against  
892 him/her and inform him/her of his/her rights at the hearing, including the right  
893 to be represented by the counsel of his/her choice and to confront and to  
894 question witnesses.
  - 895 3. At such hearing, the Committee shall make as complete a review as possible of  
896 the facts surrounding the alleged academic dishonesty and shall, after weighing  
897 the facts, render a decision as to the guilt or innocence of the student. A  
898 determination of guilt should be based on clear and convincing evidence. The  
899 Committee shall immediately inform the Dean and the student of its findings  
900 and shall recommend (where appropriate) measures for dealing with the matter,  
901 including (but not limited to) invoking probation, suspension, or expulsion from  
902 the School. If the student believes the Committee has improperly weighed the  
903 evidence or recommended inappropriate measures, she/he may appeal to the  
904 Dean **within 10 working days** after being notified. The Dean will then make a  
905 final decision and notify the student within 10 working days after receipt of the  
906 Committee's recommendation or, if applicable, the student's appeal. The Dean  
907 shall also inform the instructor so that an appropriate grade can be assigned. If  
908 the student is found innocent, she/he shall be awarded such grade as has been  
909 earned solely on the basis of academic performance.
  - 910 4. In cases in which grades must be turned in prior to the determination of guilt or  
911 innocence, the instructor shall award a grade of IF (or IP, as appropriate)  
912 pending review.
- 913 f. In cases in which it is alleged that a student or faculty member has solicited,  
914 offered, or accepted any gratuity, favor or something of value with a view toward  
915 influencing someone's conduct in relation to a course, the Committee shall  
916 arrange a hearing on the matter as soon as possible. If a student is alleged to have  
917 committed the improper act, the hearing shall be conducted as in alleged cases of  
918 academic dishonesty, as described above in Section III.B.3.e, and the Committee  
919 shall forward its recommendation as described therein. In cases in which a faculty  
920 member is alleged to have committed the improper conduct, the Committee shall

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921 proceed as described above in Section III.B.3.c as in dealing with allegations of  
 922 faculty not meeting their expectations.

### 923 III.C: POLICIES RELATED TO PROGRAMS

#### 924 III.C.1 Proposed Programs

925 Proposed degree-granting programs to be offered by the School are to be referred to the Council  
 926 of Directors (described under IV.E.1), which will advise the Dean of the merits of the program.  
 927 All proposals should include:

- 928 • A description of the intended constituency;
- 929 • Proposed admissions, continuation, and graduation criteria;
- 930 • Proposed definition of program faculty and administrative structure of the program if not  
 931 as described in Section II.A.3 and III.C.4.

#### 932 III.C.2 Review by the Entire Faculty

933 As adopted by the faculty, authority over educational policy may be delegated to appropriate  
 934 committees in any program upon the request of 10 voting members of the faculty. Further, any  
 935 matter may be brought to the attention of the entire faculty at a duly called faculty meeting (see  
 936 Section IV.C.1), and any action taken by the entire faculty shall supersede any decision in regard  
 to educational policy taken previously.

938 Authority over educational policy concerning particular School programs is delegated to the  
 939 faculty members of those programs, as defined in Section III.C.4. Actions taken by the faculty of  
 940 particular programs are subject to review and decision by the entire faculty, as outlined in the  
 941 previous paragraph.

#### 942 III.C.3 Current Programs

- 943 a. The **Bachelor of Science in Business Administration** is a program designed to prepare  
 944 graduates for entry-level positions in profit and nonprofit organizations.
- 945 b. The **Master of Business Administration** is a program designed to prepare students for  
 946 mid- and senior-level positions in general management.
- 947 c. The **Master of Business Administration-Health Administration** program is designed  
 948 to prepare graduates to enter the health administration field in senior- and mid-level  
 949 positions.
- 950 d. The **Masters of Science in Accounting, Finance, Management, Information Systems**  
 951 **decision Science and Marketing** are programs designed to provide depth in a specific  
 952 functional discipline. The number of hours required is determined by the faculty in the  
 953 specific discipline.
- 954 e. The **Master of Science in International Business** prepares individuals for the  
 challenges and opportunities facing business organizations in the global marketplace.

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- f. **The Master of Science in Health Administration** prepares individuals with managerial experience for positions as chief executive officers or senior administrators in multi-service health care organizations.
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961
- g. **The Joint Ph.D. in Computer Science and Information Systems (CSIS)** was created to meet student and industry demand for advanced, research-based education in the information technology field.
- 962 Program Directors are recognized for the Undergraduate Program, the MBA Program, the 11-  
963 month MBA program, each MS Program (Accounting, Finance, Health Administration,  
964 Information Systems, International Business, Management, Decision Science and Marketing), the  
965 Entrepreneurship Program and the Joint (CSIS) Ph.D. Program.

966

967

### III.C.4 Program and Discipline Specific Faculty

#### 968 III.C.4.1 Faculties for individual programs

- 969
- **Program-specific faculty membership requirements are described below.**
- 970
- With exception of the MBA program (see below), the faculty of any School program  
971 consists of those members of the School faculty who have either taught courses in the  
972 program within the previous three academic years or are scheduled to teach courses in the  
973 program in the current academic year.
- 974
- Each program faculty shall adopt its own internal policies and procedures for  
975 administration of educational policy, consultation between program director and the  
976 faculty, and so forth. Upon initial adoption of this section, these policies shall be  
977 consistent with sections II.A.3 and II.A.4. Program faculties may modify these procedures  
978 by a two-third vote of the faculty involved.
- 979
- Voting membership of program faculties is determined as in section IV.A.2.

#### 980 III.C.4.2 Undergraduate Program Faculty

- 981
- The undergraduate faculty consists of those members of the School faculty who have  
982 either taught undergraduate business courses within the previous three academic years or  
983 are scheduled to teach courses in the program in the current academic year.
- 984
- Educational policies concerning undergraduate admissions and graduation requirements,  
985 general structure of the undergraduate program, core requirements, number and general  
986 nature of area of emphasis courses, elective requirements and requirements outside the  
987 Business School are under the jurisdiction of the undergraduate faculty, subject to general  
988 university policies and procedures. Specific requirements for undergraduate areas of  
989 emphasis are under the jurisdiction of the discipline-specific faculties for those areas.

#### 990 III.C.4.3. MBA Program Faculty

- 991
- The MBA faculty consists of those members of the School faculty who have taught **MBA**  
992 **core** courses within the previous three academic years or are scheduled to teach **core**  
993 **core** courses in the program in the current academic year.

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- Voting membership of the MBA faculty includes, in addition to faculty teaching BUSN courses, faculty teaching in the MBA track and, as non-voting members, all program directors for informational purposes (approved November 30, 2005).
- 997
- Educational policy concerning MBA admissions and graduation requirements, general structure of the program, core requirements, number and general nature of area-of-emphasis courses, and elective requirements are under the jurisdiction of the MBA faculty subject to general university policies and procedures. Specific requirements for MBA areas of emphasis are under the jurisdiction of the disciplines involved.
- 998  
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1001

#### 1002 III.C.4.4 Discipline-Specific Faculties

- 1003
- a. Discipline-specific faculties for School programs consist of those School faculty members who have taught:
    - 1005       ▪ courses accepted to meet undergraduate area-of-emphasis or major
    - 1006       requirements in the discipline; or
    - 1007       ▪ courses accepted to meet graduate area-of-emphasis or major requirements
    - 1008       within the discipline for School programs within the last three academic
    - 1009       years or are scheduled to do so in the current academic year.
  - 1010       b. The faculty as defined in paragraph a. above may adopt procedures to include
  - 1011       other faculty members (e.g. those who have taught discipline-specific business
  - 1012       core classes) in the discipline-specific faculty.
  - 1013       c. Discipline-specific faculty members are responsible for educational policy
  - 1014       concerning area-of-emphasis and major requirements at the undergraduate and
  - 1015       graduate levels and admissions and graduation requirements for discipline-
  - 1016       specific graduate programs. Educational policy concerning undergraduate or
  - 1017       MBA admissions and graduation requirements, general structure of those
  - 1018       programs, core requirements, number and general nature of area-of-emphasis
  - 1019       courses, and elective requirements are under the jurisdiction of the MBA or
  - 1020       undergraduate faculties, subject to general university policies and procedures.
  - 1021       d. Discipline-specific faculties are currently recognized for Accounting, Decision
  - 1022       Science (including Operations Management, Quantitative Methods and Statistics),
  - 1023       Finance, International Business, Information Systems, Management, and
  - 1024       Marketing.

#### 1025 **III.C.5 Program Specific Standing Committee**

##### 1026 III.C.5.1 The Health Executive Program Governance Committee

1027 This Committee shall be a standing committee of the School faculty. The Committee shall

1028 exercise all faculty governance activities with regard to the Executive Program in Health

1029 Administration, including curriculum, faculty recruiting, student admission, retention and

1030 graduation and other activities normally reserved for faculty jurisdiction. This Committee

1031 reports to the Dean as the chief academic officer of the Business School. It makes reports to the

1032 Council of Directors on activities that impact campus programs and on such other matters as may

1033 be requested by those committees.

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1037
- The Committee shall consist of nine members. Five members shall be School faculty members. Four members shall be faculty members at other universities which are members of the Network for Healthcare Management. Appointments to the Committee are for three-year terms.
- 1038  
1039  
1040  
1041  
1042
- All School representatives shall be approved by the Dean. In so far as possible, they should be drawn from different disciplines and should be recommended by their disciplines. It is also desirable that they have a research interest in Health Services Administration and have taught in the Health Executive Program. The Program Director for Health Administration shall chair the Committee.
- 1043  
1044  
1045  
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1047
- The four Western Network representatives are to be approved by the Dean upon recommendation by the Network for Healthcare Management and must be eligible for adjunct appointments at the University of Colorado Denver. It is desirable that they have taught in the program. It is also desirable that they add to the breadth of disciplines represented on the Committee.

1048

## III.D: POLICIES RELATED TO

1049

## ADMINISTRATORS

1050

### III.D.1 Faculty Support

1051 In the allocation of available resources, the Dean and his/her representatives shall take into  
1052 account the general priorities of the School, the needs of the various faculty members at different  
1053 stages of their careers, and the likelihood that a particular allocation will further the development  
1054 of the School and faculty members' aggregate contributions to the goals and objectives of the  
1055 School.

1056

### III.D.2 Selection and Compensation of Faculty with Administrative Responsibilities

1057 In selecting assistant and associate deans, the Dean should consult with faculty members as  
1058 appropriate and solicit their recommendations and counsel.

1059 In selecting program directors, the Dean should consult with the faculty participating in the  
1060 affected program, and obtain their recommendations as per Section II.A.1.1.

1061 In general, only tenured faculty members shall be appointed to administrative duties, except that  
1062 an untenured faculty member may be so appointed if he/she agrees to the appointment, and a  
1063 signed agreement is on file between the campus Chancellor, the Dean, and the faculty member,  
1064 that time served in an administrative capacity is not included in the tenure probationary period.  
1065 The acceptance of administrative responsibilities as Director or assistant or associate dean may  
1066 never be a formal or informal condition of a faculty member's employment, retention, promotion  
1067 or tenure.

1068 Time served as associate or assistant dean is not to be counted toward the period determining  
1069 post-tenure review schedules.

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1070 Compensation for faculty members serving in an administrative capacity is negotiated on an  
 1071 individual basis considering the tenure status, academic rank, and experience of the faculty  
 1072 member. The general guidelines are:

- 1073 • Directors: to be negotiated on the scope of the duties and size of the discipline or  
 1074 program, with the results made public.
- 1075 • Associate Deans: a 3-course download per academic year, a stipend equal to 15% of the  
 1076 academic year salary, and a 1/9 summer appointment for administrative duties.
- 1077 • Assistant Dean: to be negotiated on the scope of duties to be performed.
- 1078 • Chair, Primary Unit: 1-course download
- 1079 • Grant Administrators: to be negotiated based on the scope of duties to be performed.

### 1080 III.D.3 Travel Policies

1081 It is a Business School policy that faculty members are strongly encouraged to present papers,  
 1082 serve as discussants, and attend professional association meetings. However, the limited amount  
 1083 of travel funds available each year and the demands of a highly productive faculty members have  
 1084 necessitated the following guidelines and procedures be implemented to maximize the  
 1085 effectiveness of the available travel funds.

1086 The priorities for trip approval are:

- 1087 1. Recruiting trips
- 1088 2. Papers presented at major meetings, first and second request
- 1089 3. Papers presented at other meetings, first request
- 1090 4. Chairs, discussants at major meetings, first and second request
- 1091 5. Chairs, discussants at other meetings, first request
- 1092 6. Attendance only at major meetings (all)
- 1093 7. Attendance only at other meetings (all)
- 1094 8. Exceptions to the above priorities must be approved by the Dean

1095 When funds permit, and subject to state regulations, and limits:

- 1096 • Faculty members on approved recruiting trips will be reimbursed at 100% for each  
 1097 trip. (Normally, one faculty member will be designated as the primary contact for  
 1098 recruiting activities at an authorized meeting.)
- 1099 • The first trip taken each academic year will be refunded at 100% up to \$500, and  
 1100 50% of the remainder for expenses that qualify under University policy.
- 1101 • Subsequent trips will be reimbursed at 100% up to \$250 and 50% of the  
 1102 remainder for expenses that qualify under University policy.
- 1103 • In some cases, it may be possible to secure additional reimbursement from grants  
 1104 or other non-state budgets or from external agencies. Faculty members should  
 1105 always explore these options whenever possible.

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1106 When planning a trip for which Business School reimbursement will be requested, the faculty  
 1107 member should obtain an advance travel approval request from the Budget and Human  
 1108 Resources Office. At that time, the necessary procedures to be followed will be explained (all  
 1109 transportation must be secured through the approved state agency). After the necessary  
 1110 information has been collected, the Office of the Dean will make the final approval decision  
 1111 based on the availability of funds and estimated number of trips requested for the budget year.

1112 Faculty members are encouraged to submit their academic year travel plans no later than October  
 1113 1st each year to ensure an equal opportunity for reimbursement approval. Requests received after  
 1114 October 1 each year will have reduced opportunity for funding.

### 1115 **III.E: POLICIES RELATED TO STAFF**

1116 Personnel policies related to classified and unclassified exempt staff members are available  
 1117 through both the University's Payroll/Personnel Office and publications available on the  
 1118 University website:

- 1119 • University of Colorado, Classified Staff Handbook and University of Colorado Officers  
 1120 and Exempt Personnel Handbook. Rules and regulations regarding classified and  
 1121 unclassified staff are not specifically determined by the Business School. The School  
 1122 staff is organized into support groups, depending upon the various constituencies.

- 1123 • Academic Support: There are two areas that support different student groups in regard to  
 1124 program marketing, mailing information, processing applications, maintaining student  
 1125 records/files, advising, degree plans, etc. The two areas are Undergraduate Programs and  
 1126 Graduate Programs and Budget and Human Resources. All activities related to  
 1127 administration of university records, appointments, budget, searches, travel authorizations  
 1128 and reimbursements, and similar function are handled by this area.

### 1129 **III.F: POLICIES RELATED TO CENTERS**

#### 1130 **III.F.1 Reviews**

1131 An internal sunset review will be conducted every three years for all School of Business Centers  
 1132 and/or Institutes with which we are affiliated, and an annual informal program report will also be  
 1133 submitted by each Center or Institute.

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# CHAPTER IV: FACULTY ORGANIZATION AND GOVERNANCE

## IV.A MEMBERSHIP

### IV.A.1 Total Membership

As provided by the Laws of the Regents, the membership of the faculty consists of all those full-time members of the teaching staff holding the rank of instructor or above, including those faculty members on permanent appointments, but on leave of absence or sabbatical leave, and including faculty members on permanent appointment who have administrative duties in addition to teaching.

### IV.A.2 Voting Membership

As provided by the Laws of the Regents, the faculty itself determines its voting membership, which includes all members of the faculty at the rank of Assistant Professor, Associate Professor, or Professor. Faculty members at the rank of Instructor or Lecturer shall become voting members of the faculty only when they are in their second year of full-time teaching in the School.

## IV.B OFFICERS

As provided by the Laws of the Regents, the Dean serves as Chair of the Faculty, and presides at all faculty meetings.

As further provided by the Laws of the Regents, the faculty shall elect a Secretary who shall be responsible for obtaining accurate records of the decisions taken by the faculty and who shall maintain a permanent copy of such minutes.

## IV.C MEETINGS AND RULES OF ORDER

### IV.C.1 Meetings

A regular meeting of the faculty shall be called by the Dean at least once per semester (Fall and Spring).

Special meetings may be called by the Dean if, in his/her discretion, the need arises.

The Dean shall call a special meeting of the faculty upon the written request of ten or more voting members of the faculty.

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1163 Except in an emergency situation, written notice shall be given to the faculty of any faculty  
 1164 meeting at least 72 hours in advance. Such notice shall be deemed given if it is delivered to  
 1165 faculty member's regular office or mailbox or distributed via e-mail.

1166 Forty percent of the voting members not on sabbatical or leave constitutes a quorum for any  
 1167 meeting of the faculty.

1168 The Dean or his/her appointed representative is the chair of all faculty meetings.

#### 1168 **IV.C.2 Rules of Order**

1169 Meetings are conducted in accordance with policies and procedures as outlined in this handbook.

1170 Where not otherwise specified in this handbook or by vote of the faculty, proceedings are  
 1171 conducted according to Roberts Rules of Order.

1172 Voting is limited to those members of the voting faculty present in the meeting at the time of the  
 1173 vote.

1174 The Secretary shall ensure that full and complete minutes of the proceedings of all faculty  
 1175 meetings are kept. Such minutes shall be distributed to all members of the faculty and shall be  
 1176 compiled as a permanent collection of minutes.

### 1177 **IV.D POWERS OF THE FACULTY**

1178 The School faculty has jurisdiction over all matters under the Laws of the Regents, Article  
 1179 IX.2.B (except as modified by other actions of the Regents), that concern only the School, such  
 1180 as deciding all matters of educational policy affecting only the School, and including academic  
 1181 requirements for admission, for continuance, and for graduation. In addition, the faculty has  
 1182 jurisdiction over matters of academic ethics under procedures approved by the Board of Regents.

1183 The faculty has the power to delegate to the Dean or to any committees, standing and special, the  
 1184 power of decision with respect to educational policy or any other matter within its jurisdiction  
 1185 under such procedures as it may adopt, but retains its authority and jurisdiction over any such  
 1186 matter not explicitly delegated.

1187 The faculty has the general responsibility to implement the objectives of the School, including  
 1188 the determination of required courses to be included in the non-business core, and area of  
 1189 emphasis curricula, for degree and non-degree programs.

1190 The faculty has the power to create committees, standing and ad hoc, to eliminate committees  
 1191 (except those required by applicable laws and regulations), and to prepare the charges for those  
 1192 committees.

### 1193 **IV.E COMMITTEES AND THEIR**

#### 1194 **MEMBERSHIP**

##### 1195 **IV.E.1 Standing Committees**

1196 The following standing committees are currently constituted:

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1197 IV.E.1.a. Council of Directors

1198 The Council of Directors consists of:

- 1199 • All program directors
- 1200 • All discipline directors
- 1201 • The School's representative to the campus Budget Priorities Council
- 1202 • Members of the Dean's Office (as ex-officio members).

1203 Roles:

- 1204 • Strategic Direction and Planning
- 1205 • Serves as Budget Priorities Committee (BPC) for the School: forecasting, current status,  
1206 financial planning, funds allocation
- 1207 • Faculty position allocations
- 1208 • Programs management
- 1209 • Enrollment management
- 1210 • Policy changes
- 1211 • Reviews faculty performance inputs by discipline directors and forwards performance  
1212 rating recommendations to the Dean.

1213 The Council of Directors meets at least once per semester. It elects its own Chair.

1214 IV.E.1.b Nominations Committee

1215 This Committee is charged with developing an array of nominees for the various elected  
1216 positions in which faculty serve. This Committee, comprised of the Primary Unit Chair and the  
1217 Associate Dean for Faculty, will report to the faculty at both the fall and spring faculty meetings.

1218 IV.E.1.c Internal Affairs Committee

1219 This Committee is charged with hearing and adjudicating cases related to academic honesty  
1220 and/or failure of students or faculty to meet expectations as described in Section III.B.3, and  
1221 hearing charges brought by students related to the failure of faculty members to meet  
1222 expectations as described in Section III.B.3.

1223 The Committee also provides a mechanism for faculty and staff to air issues of concern in those  
1224 cases for which no formal channel otherwise exists. The Committee is also available to  
1225 individuals when a person feels that the normal channels may not address adequately his/her  
1226 concerns. The Committee hears the grievance, serves as an advisory board, and may act as a  
1227 liaison between the concerned parties. Although the Committee has no formal powers of veto or  
1228 censorship, it is responsible for investigation and making recommendations as appropriate  
1229 concerning matters brought before it.

1230 The five members on this Committee shall be elected by the faculty and staff for two-year terms.

1231 Cases involving students will be reviewed by ad hoc subcommittees of this Committee

1232 comprised of three faculty members and three students.

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1233 IV.E.1.d Recruiting Committee

1234 This Committee shall review faculty candidates nominated by the discipline (or other group  
 1235 identified for that position) for campus interview visits and make recommendations to the Dean,  
 1236 on which candidates should be invited. The Committee (as well as the discipline director) shall  
 1237 make recommendations to the Dean regarding which candidates should be offered positions  
 1238 following campus visits. The role of the Committee is principally to ensure consistent quality of  
 1239 candidates across disciplines.

1240 The Committee shall be composed of five faculty members nominated by the Primary Unit, each  
 1241 member having one vote. The Chair shall be elected from among the members. The Associate  
 1242 Dean for Faculty shall be an ex-officio member.

1243 IV.E.1.e Teaching Committee

1244 The Teaching Committee is charged with considering the processes and results of teaching  
 1245 within the School and advising the Dean's Office and the Faculty on possible steps to improve  
 1246 teaching.

1247 IV.E.1.f Retention Committee

1248 This Committee is charged with administering the student satisfaction survey.

1249 IV.E.1.g Review and Appeals Committee

1250 This committee consists of three tenured faculty members appointed by the Dean for terms of  
 1251 three years, staggered, with one new member each year. The chair is appointed by the Dean from  
 1252 among the three members.

1253 **IV.E.2 Ad Hoc Committees**

1254 The faculty, by majority vote, or the Dean (as Chair of the Faculty) may, from time to time,  
 1255 constitute temporary ad hoc committees for various purposes relevant to the School, its goals and  
 1256 objectives. No such committee shall be constituted for more than one academic year unless  
 1257 specifically approved by a majority of the faculty, and the faculty shall be informed of the  
 1258 existence, the membership, and of any charge to all such committees within one week of their  
 1259 creation.

1260 **IV.E.3 Committees Relevant to Individual Programs**1261 IV.E.3.a Health Executive Program Governance Committee

1262 This committee is described in section III.C.5 Program Specific Standing Committees.

1263 **IV.F MENTORING**1264 **IV.F.1 Duties of a Faculty Mentor**

1265 We at the Business School believe that all new full-time faculty hires should have the  
 1266 opportunity to receive advice and counsel from more senior faculty members. Mentoring is part  
 1267 of the service responsibilities of senior faculty members. While the Dean's office retains overall  
 1268 responsibility for coordination and management of the Business School mentoring program, the  
 1269 Primary Unit is responsible for assigning research/teaching mentors.

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1270 Mentoring usually proceeds in an informal manner, with more frequent meetings at the beginning  
 1271 of the relationship, and fewer as the new person (the "mentee") becomes acclimated to working  
 1272 in the School. Some general areas that mentors should address include, but are not limited to:

- 1273 • Orientation - who does what at the School, who (or what body) affects rewards and  
 1274 punishments, where to get relevant information regarding academic and non-academic  
 1275 issues.
- 1276 • Expectation of behavior in the office and in the classroom, expectations regarding  
 1277 teaching, research and service responsibilities of junior faculty members.
- 1278 • How the primary-unit process works - administrative procedures, time line of events,  
 1279 consequences.

1280 Mentors should serve as informal and confidential "sounding boards" for ideas and concerns that  
 1281 the new person would like to discuss. The role of the mentor is to help the new person fulfill his  
 1282 or her potential as a contributing member of the faculty.

1283

## 1284 V. PROCEDURES FOR AMENDING THESE

## 1285 POLICIES AND PROCEDURES

1286

### V.1 Initial Adoption

1287 These policies and procedures shall be deemed adopted and in effect when approved at a faculty  
 1288 meeting called according to these procedures by 2/3 of the voting members of the faculty (as  
 1289 described herein) present at the meeting.

1290

### V.2 Amendments

1291 These policies and procedures can be amended when approved at a properly called faculty  
 1292 meeting by 2/3 of the voting members of the faculty as described herein present at the meeting.

1293

### V.3 Rights of Students

1294 In matters relating to the creation, elimination, or change in requirements for admission to,  
 1295 continuation in, or completion of academic programs, no action shall be taken without due  
 1296 consideration to the concerns and rights of students currently enrolled in the programs affected or  
 1297 without appropriate provision for such students.

1298

1299