UNIVERSITY OF COLORADO DENVER

The Business School at UC Denver

HANDBOOK
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.eu.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.eu.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

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

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

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

I.A.1. Mission

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

I.A.2. Shared Values

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

- Ethics in teaching and behavior
- Innovative programs, content and partnerships
- Open Communications throughout our community
- Respect for diverse cultures and ideas
- Responsiveness to the needs of students and the community

I.A.3. Measures of Success

- Faculty Productivity
- Student Satisfaction
I.A.4. Constituencies

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

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

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

BOARD OF REGENTS
President
Chancellor, University of Colorado Denver
Provost, UC Denver
Dean, Business School

The general duties of these officers are specified in the Laws of the Regents and the Standards and Procedures Documents, as are procedures related to their selection.
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.
II.A.1.1.1.b Appointment of Program Directors

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

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

The Dean is responsible for

- Issuing general guidelines for scheduling courses, classrooms, and teaching assignments.
- Refereeing conflicts over schedules, and teaching assignments.
- Coordination of program efforts regarding accreditation, and alumni placement.
- Providing general guidelines on recruiting, annual evaluations.
- Communicating budget and administrative information, administrative deadlines and procedures to directors.
- Initiation of new programs.
- Providing compensation to directors.
- Providing staff support dedicated to individual programs.
- Evaluation of directors.
- Resolving cross-program or cross-discipline issues (e.g., courses shared by multiple programs)
- General coordination of program and discipline activities in external relations, fundraising, etc.
- Coordination of accreditation issues.

II.A.1.1.3 Supervision of Faculty

The Dean is responsible for

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

II.A.1.1.4 Recruiting

The Dean is responsible for

- Identification and definition of new positions (with advice of program and discipline directors).
• Appointment of appropriate faculty for review of candidates (program faculty or other group as appropriate).

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

II.A.1.1.5 Staff

The Dean is responsible for

• The assignment of staff to support programs.

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

II.A.2 The Associate Deans

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

II.A.3 Program and Discipline Directors

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

II.A.3.1. Responsibilities of Discipline Directors

Each discipline is responsible for

• the undergraduate areas of emphasis in its discipline

• the graduate programs and degrees within its discipline

• the faculty within that discipline.

II.A.3.1.1 Program Administration

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

II.A.3.1.2 Faculty

Discipline directors are responsible for

• Faculty orientation:

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

• Faculty searches:
Create search committees, administer searches, coordinate with the School HR office, and make recommendations on hiring candidates to the Dean’s office.

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

- Identifying discipline faculty needs:
  - communicate to Dean’s office need for additional full-time faculty.

- Evaluation:
  - provide input on annual faculty performance evaluations
  - provide performance review feedback to faculty
  - provide input to Retention/Tenure/Promotion and Post-Tenure reviews.

II.A.3.1.3 Research

- Promoting research:
  - organizing research seminars and workshops
  - mentoring faculty as needed.

II.A.3.1.4. Students

- Student advising other than clerical issues (e.g.: electives selection, career choice)
- Address student complaints
- Assist student placement
- Assist student clubs
- Alumni relations
- Develop internship opportunities and manage internship programs, coordinate with Career Center.

II.A.3.2. Responsibilities of Program Directors

The program director serves both as the “leader” and “manager” of the program.

II.A.3.2.1. Educational Policy Issues

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

- Enforces admission standards for the program that have been set by the program faculty.
- Sets curriculum for the program with the approval of the program faculty.
II.A.3.2.2 Administrative Issues

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

- Orienting new faculty
- Advising students and handling complaints
- Maintaining good records
- External relations
- General items of governance

II.A.3.2.2.a. Program Administration

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

II.A.3.2.2.b. Students

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

II.A.3.2.3 Admissions

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

II.A.3.2.4 Advising

The program director determines the type of advising (e.g., elective-course selection and career choice versus clerical issues). Clerical issues are usually handled by the program staff or program
faculty. The Director coordinates the activities of the staff and program faculty. The Director also
develops and maintains a standard set of advising guidelines for the staff and program faculty to
follow.

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

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

II.A.3.2.6 Scheduling

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

II.A.3.2.7 Staffing

The Director is responsible for the selection of faculty so as to satisfy AACSB course-coverage
requirements for his/her program(s). A major task is the recruitment of part-time faculty.

Directors are responsible for hiring, managing and training part-time faculty. Such activities
include orientation, guidance in development of syllabi and course content, and monitoring
teaching performance. If a program becomes too dependent on part-time faculty, the director is
responsible for communicating the need for additional full-time faculty to the Dean's office.

II.A.3.2.8 Internship Program

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

II.A.4 Program Staff

The program staff provides information services to the public and to our students. Duties include
distribution of appropriate School brochures and application material, answering questions
concerning classes, faculty office hours, and programs. The program staff also maintains student
files for all admitted business students, processes applications in conjunction with program
committees and directors, and provides advising services to students. The program advisors refer
students to faculty advisors when faculty assistance is appropriate. Evaluation of transcripts,
monitoring of graduation requirements, preparation of graduation and probation or suspension lists are carried out by the program staff based on policies specified by the faculty.

II.A.5 Office Support Services

This office is responsible for the following areas:

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

II.A.6 Budget and Human Resources

The Budget and Human Resources office is responsible for:

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

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

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.
III.A.3 Expectations of Faculty

III.A.3.1 Participation in Faculty Affairs

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

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

III.A.3.2 Student Relations

III.A.3.2.1 Office Hours

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

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

III.A.3.2.2 Student Advising

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

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

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

III.A.3.2.3 Counseling and Job Placement

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

III.A.3.3 Conduct of Classes and Teaching

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

Faculty members are expected to meet all regularly scheduled classes. In the event a faculty member cannot meet a class, she/he is expected to make arrangements for alternative coverage of the class and for appropriate announcements to be made. Classes generally may not be canceled.
unless the campus is closed. Any case in which a scheduled class is not held is to be reported to the Dean of the School.

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

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

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

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

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

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

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

III.A.3.4 Attendance and Availability

Faculty members on appointment in any term are expected to be available for School-related work beginning one week prior to the beginning of classes for that term, or as the Dean or
Chancellor may provide, and remain so until the end of the final examination period for the term. Faculty members on academic year appointments also may be asked to be available between the Fall and Spring semesters, consistent with Regents’ policies. During such intervals, faculty members are expected to be regularly present on campus, to check regularly for messages or notices from faculty, staff, administration and students, and to respond to these in an appropriate timely manner. Faculty members not teaching in a term or not on appointment are expected to notify the Dean’s office of their plans and how they can be reached.

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

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

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

III.A.3.5 Email

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

III.A.3.6 Service

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

Attendance at graduation in the appropriate academic regalia is an important part of faculty responsibilities, and all faculty members are encouraged to attend. Currently, the office of the Chancellor pays for renting the academic regalia for full-time faculty members who do not own their own regalia.
III.A.3.7 Research and Scholarly Activity

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

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

III.A.3.8 Collegial Relations

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

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

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

III.A.3.9 Assignments

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

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

III.A.4 Teaching Loads and Schedules

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

The normal teaching loads are:

- Tenure track Assistant Professors
  - 4 courses per academic year (12 hours)

- Tenure track Associate Professors
III.A.5 Annual Evaluation of Faculty

III.A.5.1 The Faculty Evaluation Process

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

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

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

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

III.A.5.2 Research Evaluation

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

III.A.5.3 Teaching Evaluation

The criteria to be used in annual evaluation of teaching are detailed in documents available from the Council of Directors.
III.A.5.4 Service Evaluation

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

III.A.5.5 Faculty with Administrative Downloads.

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

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

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

III.A.5.6 Appeals

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

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

III.A.6 Salary and Salary Adjustments

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

III.A.7 Staff and Staff Support

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

III.A.8 Graduate Research and Teaching Assistants

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

III.A.9 Sabbatical Leaves

The Business School recognizes sabbatical leaves as an essential component of faculty and institution development. The sabbatical leave represents a significant investment by the
individual and by the School. Activities during a sabbatical leave should be selected by the faculty member to enhance that faculty member’s capabilities as a member of the School.

Specific sabbatical policies adopted by the School include the following:

- Sabbatical requests will initially be considered by the Sabbatical Committee. This Committee will be composed of all tenured faculty members who are not currently eligible for sabbatical. The chair of this Committee will be the Primary Unit Chair. In the event the Primary Unit Chair is eligible for sabbatical, the Committee will elect its Chair.

- By September 15th of each year, the Dean will advise all faculty members who will be eligible at the end of the academic year of such eligibility.

- By October 15, each eligible faculty member will notify the Sabbatical Committee Chair of the intention to accept or decline the leave opportunity. If the intention is to accept, the faculty member will, at the same time, submit a sabbatical request. The request for a sabbatical leave takes the form of a memorandum or letter to the Sabbatical Committee Chair stating (a) how the proposed sabbatical leave will be used, i.e., the manner in which scholarly competency will be improved and/or intellectual resources developed through award of the sabbatical, (b) the number of years that have elapsed since award of prior sabbatical or faculty fellowship, and (c) whether the request is for one full year at half pay or for one half year at full pay.

- It is recognized that faculty members may be unable to have established definitive plans by October 15. Accordingly, sabbatical requests may be rather general or may include several possible alternatives.

- A full-year sabbatical at half pay should also be accompanied by documentation of efforts to obtain outside funding support for the non-sabbatical semester. If outside funding is not obtained, the request should also include a plan by which the faculty member somehow contributes to funding of the sabbatical.

- The Sabbatical Committee shall forward its recommendations to the Dean and each candidate by October 31. Except in rare instances of genuine emergency, difficulty in maintaining the ongoing academic program will not be a criterion for denying a sabbatical request. In the event that for such reasons a faculty member is denied a leave, or if a faculty member elects to defer the leave for personal reasons, that faculty member will have priority over other candidates in subsequent years.

- The Dean will advise each candidate and the Sabbatical Committee of his/her decision by November 15. If the Dean’s decision differs from the Sabbatical Committee’s recommendation, the Committee will re evaluate the request and submit a recommendation to the Dean.

III.A.10 Consulting and Outside Activity

Specific University rules apply to outside activity for which outside remuneration is obtained. Faculty members are expected to act consistently with these rules as defined in the University of Colorado Faculty Handbook.
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:
Contribution to the research reputation of the Business School.

Quality and quantity of refereed journal articles.

Service as editor.

Service as reviewer.

Publishing awards.

Presentations at professional meetings.

Assistance to other faculty members.

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:

Faculty members are nominated by the Chair of the Primary Unit to the Selection Committee from the pool of faculty members who earned a 4.0 in research at the last annual evaluation. The Dean's office will provide three-year reports as needed.

The selection committee will consist of the research 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 selection committee will submit the name of the award recipient to the Dean by April 1.

Award:

The announcement of the recipient will be made in April at the Spring Faculty meeting.

The recipient will receive a plaque and have his/her name engraved on the Business School scholar plaque.

The recipient will receive high priority for professional development support for the next academic year.

III.A.11.3 Outstanding Service Award

Purpose: To recognize the faculty member for outstanding service contributions during the preceding three calendar years.

Selection criteria:

Service to the evaluatee's discipline.

Service to the School.

Service to the Campus.

Service to the University.

Service to the metropolitan area and the State.

Service to the profession.
• 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:
• Nominees for the Outstanding Service award include faculty members who have earned a 4.0 rating at the last annual evaluation. The Dean's office will provide three-year reports as needed. Nominations also can be submitted independently by faculty and students.
• The selection committee will consist of the three service award recipients 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 selection committee will submit the name of the award recipient to the Dean by April 1.

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

III.B: POLICIES RELATED TO STUDENTS

III.B.1 Academic Honesty
The faculty has jurisdiction over cases of alleged academic dishonesty under the Laws of the Regents. In general, academic dishonesty consists of plagiarism or representing as one's own work that which is not, providing false or misleading information on University documents or to University personnel, unauthorized possession of examinations or information pertaining to them, complicity in such acts, and similar offenses. Students are expected to familiarize themselves with the policies and standards of the individual fields and disciplines and to follow them.
• In cases of alleged academic dishonesty, the instructor must confront the student with the alleged offense. Circumstances permitting, this should occur in the presence of a third party who can serve as a witness to the confrontation.
• In all cases of alleged academic dishonesty, the instructor must refer the matter to the School Internal Affairs Committee described under IV. E.1.

III.B.2 Expectations of Students
Students are expected to respect the rights of all other members of the University community.

Students are specifically reminded of the guidelines published by the Office of Student Academic Services concerning their rights and responsibilities, including the Standards of Conduct. They
are expected to be aware of such regulations and to abide by the rules and procedures specified in
them. It should be noted that the procedures to be followed in cases of alleged academic
dishonesty in the College are described below. These procedures take precedence over those
described in the above mentioned guidelines.

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

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

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

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

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

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

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

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

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

d. With respect to grade complaints, neither the Committee nor the Dean, nor any
director will offer an opinion with respect to the qualitative assessment of a
student’s work, but may consider whether the procedures used to determine a
grade were consistent with the syllabus and written amendments thereto. In
instances where grading procedures were inconsistent with the syllabus and
amendments, the Committee will recommend to the Dean a remedy for the
student and/or a response to the instructor which is justified by the facts in the case.

c. In cases in which it is alleged that a student has violated standards of academic honesty:

1. If the offense is admitted, the instructor shall recommend appropriate action to the Committee, which will limit its review of the incident to an evaluation of the nature of the offense for purposes of determining whether the proposed penalty is consistent with prevailing standards and practices for the School. If the Committee finds the proposed penalty to be inappropriate, it shall recommend an alternative. The Committee shall forward its findings on the issue to the Dean for his/her final determination.

2. If the offense is denied or if the student remains silent, the Committee shall arrange a hearing on the matter as quickly as possible. Prior to such hearings, the Committee shall notify the student in writing (sent to the student’s address as reflected in the University records) of the nature of the charges against him/her and inform him/her of his/her rights at the hearing, including the right to be represented by the counsel of his/her choice and to confront and to question witnesses.

3. At such hearing, the Committee shall make as complete a review as possible of the facts surrounding the alleged academic dishonesty and shall, after weighing the facts, render a decision as to the guilt or innocence of the student. A determination of guilt should be based on clear and convincing evidence. The Committee shall immediately inform the Dean and the student of its findings and shall recommend (where appropriate) measures for dealing with the matter, including (but not limited to) invoking probation, suspension, or expulsion from the School. If the student believes the Committee has improperly weighed the evidence or recommended inappropriate measures, he/she may appeal to the Dean within 10 working days after being notified. The Dean will then make a final decision and notify the student within 10 working days after receipt of the Committee’s recommendation or, if applicable, the student’s appeal. The Dean shall also inform the instructor so that an appropriate grade can be assigned. If the student is found innocent, he/she shall be awarded such grade as has been earned solely on the basis of academic performance.

4. In cases in which grades must be turned in prior to the determination of guilt or innocence, the instructor shall award a grade of IF (or IP, as appropriate) pending review.

f. In cases in which it is alleged that a student or faculty member has solicited, offered, or accepted any gratuity, favor or something of value with a view toward influencing someone’s conduct in relation to a course, the Committee shall arrange a hearing on the matter as soon as possible. If a student is alleged to have committed the improper act, the hearing shall be conducted as in alleged cases of academic dishonesty, as described above in Section III.B.3.e, and the Committee shall forward its recommendation as described therein. In cases in which a faculty member is alleged to have committed the improper conduct, the Committee shall
proceed as described above in Section III.B.3.c as in dealing with allegations of faculty not meeting their expectations.

III.C: POLICIES RELATED TO PROGRAMS

III.C.1 Proposed Programs

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

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

III.C.2 Review by the Entire Faculty

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

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

III.C.3 Current Programs

a. The Bachelor of Science in Business Administration is a program designed to prepare graduates for entry-level positions in profit and nonprofit organizations.

b. The Master of Business Administration is a program designed to prepare students for mid- and senior-level positions in general management.

c. The Master of Business Administration-Health Administration program is designed to prepare graduates to enter the health administration field in senior- and mid-level positions.

d. The Masters of Science in Accounting, Finance, Management, Information Systems decision Science and Marketing are programs designed to provide depth in a specific functional discipline. The number of hours required is determined by the faculty in the specific discipline.

e. The Master of Science in International Business prepares individuals for the challenges and opportunities facing business organizations in the global marketplace.
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.

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.

Program Directors are recognized for the Undergraduate Program, the MBA Program, the 11-month MBA program, each MS Program (Accounting, Finance, Health Administration, Information Systems, International Business, Management, Decision Science and Marketing), the Entrepreneurship Program and the Joint (CSIS) Ph.D. Program.

III.C.4 Program and Discipline Specific Faculty

III.C.4.1 Faculties for individual programs

- Program-specific faculty membership requirements are described below.

- With exception of the MBA program (see below), the faculty of any School program consists of those members of the School faculty who have either taught courses in the program within the previous three academic years or are scheduled to teach courses in the program in the current academic year.

- Each program faculty shall adopt its own internal policies and procedures for administration of educational policy, consultation between program director and the faculty, and so forth. Upon initial adoption of this section, these policies shall be consistent with sections II.A.3 and II.A.4. Program faculties may modify these procedures by a two-third vote of the faculty involved.

- Voting membership of program faculties is determined as in section IV.A.2.

III.C.4.2 Undergraduate Program Faculty

- The undergraduate faculty consists of those members of the School faculty who have either taught undergraduate business courses within the previous three academic years or are scheduled to teach courses in the program in the current academic year.

- Educational policies concerning undergraduate admissions and graduation requirements, general structure of the undergraduate program, core requirements, number and general nature of area of emphasis courses, elective requirements and requirements outside the Business School are under the jurisdiction of the undergraduate faculty, subject to general university policies and procedures. Specific requirements for undergraduate areas of emphasis are under the jurisdiction of the discipline-specific faculties for those areas.

III.C.4.3. MBA Program Faculty

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

• 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.

III.C.4.4 Discipline-Specific Faculties

a. Discipline-specific faculties for School programs consist of those School faculty members who have taught:

- courses accepted to meet undergraduate area-of-emphasis or major requirements in the discipline; or

- courses accepted to meet graduate area-of-emphasis or major requirements within the discipline for School programs within the last three academic years or are scheduled to do so in the current academic year.

b. The faculty as defined in paragraph a. above may adopt procedures to include other faculty members (e.g. those who have taught discipline-specific business core classes) in the discipline-specific faculty.

c. Discipline-specific faculty members are responsible for educational policy concerning area-of-emphasis and major requirements at the undergraduate and graduate levels and admissions and graduation requirements for discipline-specific graduate programs. Educational policy concerning undergraduate or MBA admissions and graduation requirements, general structure of those programs, core requirements, number and general nature of area-of-emphasis courses, and elective requirements are under the jurisdiction of the MBA or undergraduate faculties, subject to general university policies and procedures.

d. Discipline-specific faculties are currently recognized for Accounting, Decision Science (including Operations Management, Quantitative Methods and Statistics), Finance, International Business, Information Systems, Management, and Marketing.

III.C.5 Program Specific Standing Committee

III.C.5.1 The Health Executive Program Governance Committee

This Committee shall be a standing committee of the School faculty. The Committee shall exercise all faculty governance activities with regard to the Executive Program in Health Administration, including curriculum, faculty recruiting, student admission, retention and graduation and other activities normally reserved for faculty jurisdiction. This Committee reports to the Dean as the chief academic officer of the Business School. It makes reports to the Council of Directors on activities that impact campus programs and on such other matters as may be requested by those committees.
• 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.

• 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.

• 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.

III.D: POLICIES RELATED TO ADMINISTRATORS

III.D.1 Faculty Support

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

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

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

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

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

Time served as associate or assistant dean is not to be counted toward the period determining post-tenure review schedules.
Compensation for faculty members serving in an administrative capacity is negotiated on an individual basis considering the tenure status, academic rank, and experience of the faculty member. The general guidelines are:

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

### III.D.3 Travel Policies

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

The priorities for trip approval are:

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

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

- Faculty members on approved recruiting trips will be reimbursed at 100% for each trip. (Normally, one faculty member will be designated as the primary contact for recruiting activities at an authorized meeting.)
- The first trip taken each academic year will be refunded at 100% up to $500, and 50% of the remainder for expenses that qualify under University policy.
- Subsequent trips will be reimbursed at 100% up to $250 and 50% of the remainder for expenses that qualify under University policy.
- In some cases, it may be possible to secure additional reimbursement from grants or other non-state budgets or from external agencies. Faculty members should always explore these options whenever possible.
When planning a trip for which Business School reimbursement will be requested, the faculty member should obtain an advance travel approval request from the Budget and Human Resources Office. At that time, the necessary procedures to be followed will be explained (all transportation must be secured through the approved state agency). After the necessary information has been collected, the Office of the Dean will make the final approval decision based on the availability of funds and estimated number of trips requested for the budget year.

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

### III.E: POLICIES RELATED TO STAFF

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

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

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

### III.F: POLICIES RELATED TO CENTERS

#### III.F.1 Reviews

An internal sunset review will be conducted every three years for all School of Business Centers and/or Institutes with which we are affiliated, and an annual informal program report will also be submitted by each Center or Institute.
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.
Except in an emergency situation, written notice shall be given to the faculty of any faculty meeting at least 72 hours in advance. Such notice shall be deemed given if it is delivered to faculty member’s regular office or mailbox or distributed via e-mail.

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

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

IV.C.2 Rules of Order

Meetings are conducted in accordance with policies and procedures as outlined in this handbook. Where not otherwise specified in this handbook or by vote of the faculty, proceedings are conducted according to Roberts Rules of Order.

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

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

IV.D POWERS OF THE FACULTY

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

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

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

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

IV.E COMMITTEES AND THEIR MEMBERSHIP

IV.E.1 Standing Committees

The following standing committees are currently constituted:
IV.E.1.a Council of Directors

The Council of Directors consists of:

- All program directors
- All discipline directors
- The School’s representative to the campus Budget Priorities Council
- Members of the Dean’s Office (as ex-officio members).

Roles:

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

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

IV.E.1.b Nominations Committee

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

IV.E.1.c Internal Affairs Committee

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

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

The five members on this Committee shall be elected by the faculty and staff for two-year terms. Cases involving students will be reviewed by ad hoc subcommittees of this Committee comprised of three faculty members and three students.
IV.E.1.d Recruiting Committee

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

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

IV.E.1.e Teaching Committee

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

IV.E.1.f Retention Committee

This Committee is charged with administering the student satisfaction survey.

IV.E.1.g Review and Appeals Committee

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

IV.E.2 Ad Hoc Committees

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

IV.E.3 Committees Relevant to Individual Programs

IV.E.3.a Health Executive Program Governance Committee

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

IV.F MENTORING

IV.F.1 Duties of a Faculty Mentor

We at the Business School believe that all new full-time faculty hires should have the opportunity to receive advice and counsel from more senior faculty members. Mentoring is part of the service responsibilities of senior faculty members. While the Dean's office retains overall responsibility for coordination and management of the Business School mentoring program, the Primary Unit is responsible for assigning research/teaching mentors.
Mentoring usually proceeds in an informal manner, with more frequent meetings at the beginning of the relationship, and fewer as the new person (the "mentee") becomes acclimated to working in the School. Some general areas that mentors should address include, but are not limited to:

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

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

### V. PROCEDURES FOR AMENDING THESE POLICIES AND PROCEDURES

#### V.1 Initial Adoption

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

#### V.2 Amendments

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

#### V.3 Rights of Students

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