

DEPARTMENT OF MANAGEMENT

OPERATING BYLAWS

Approved December 13, 2007

Admendments Incorporated into UFF/UNF BOT Approved Bylaws October 23, 2008

PREAMBLE

I. Contents of the preamble:

- Requirement for annual reassessment of the by-laws by the faculty
- Mission theme of the management curriculum
- General policies relating to annual assessment/evaluation of all aspects of faculty performance (teaching, research, service)

II. Annual reassessment of the by-laws by the faculty of the Department of Management.

All by-laws pertaining to the Department of Management shall be subject to a formal reassessment every academic year prior to the end of the fall term. The Chairperson of the Department will convene all voting faculty members of the department for this purpose and will direct the faculty to select a chair for this purpose. The Department then may affirm the current by-laws or modify the by-laws. A report of the annual reassessment will be presented to the Chairperson prior to the completion of the fall term.

III. Catalog statement defining the mission theme of the management curriculum:

The management major is designed for students who envision embarking on a career that will lead them into organizational management. The mission theme of the management curriculum is to develop the student's proficiency in *resource evaluation, resource allocation, and resource management*. This mission theme recognizes all organizational inputs (i.e., human resources, financial resources, physical resources, and knowledge, informational and systems resources) as resources that must be managed for an organization to function efficiently and effectively.

IV. Faculty Annual Report (FAR)

Each faculty member will submit an annual report following the format prescribed by the department in keeping with Section 18.2a of the Collective Bargaining Agreement no later than June 1st of each year (18.8b).¹ Based on individual circumstances, the Chairperson may grant extensions to the deadline. In all cases, the faculty member will submit documentation that demonstrates his/her performance in the areas of teaching, research, and service as defined in the by-laws. The maximum length of the FAR should not exceed 15 pages not including supporting documents. The FAR should be prepared using 1" margins and a 10 or 12 point Times Roman font.

¹ This document references the current Collective Bargaining Agreement between the University of North Florida BOT and the United Faculty of Florida. The intent of these Bylaws is to provide the governance framework within the negotiated contract and University required parameters for the Department of Management within the Coggin College of Business.

V. Annual Peer Review Committee Evaluation Process

The Department of Management recognizes the Annual Evaluation Process as described in Article 18.8 that includes 18.8 (d) (1) “the faculty member shall be offered the opportunity to discuss the evaluation with the evaluator prior to its being finalized and placed in the faculty member’s evaluation file“. In addition, the Department of Management recognizes the faculty member’s right to a peer review of his/her annual evaluation if the faculty member doesn’t agree with the Chairperson’s annual appraisal. The establishment of a Peer Review Committee is provided for in Article 18.9 (e). The following process will be followed if a peer review is requested.

- a. The Peer Review Committee shall be comprised of the five most senior tenured departmental faculty members by rank and time in rank considered members of the Bargaining unit excluding the faculty member who has requested the process. The Committee elects a Chairperson.
- b. The faculty member will notify the Chairperson in writing (e-mail is sufficient) within the “peer review period,” defined as two calendar weeks from the date that the chair distributes the performance assessments that he/she wishes to initiate the peer review process. The Chairperson should acknowledge the request, again in writing, that he/she has received the request within one week.
- c. The Chairperson has one calendar week following the close of the peer review period to notify all members of the Peer Review Committee via e-mail that a peer review has been requested for a faculty member’s annual evaluation. The Peer Review Committee will schedule a meeting at the earliest practical date, but the committee shall be given at least one calendar week’s notice. The Chair will convene the committee and charge the members to elect a chair. The Department Chairperson will provide the Peer Review Committee the faculty member’s FAR and any supporting documents submitted by the faculty member to the Chairperson to be considered by the Chairperson as well as his/her assessment.
- d. The committee will review only the FAR and supporting documentation that was submitted to the Chairperson by the faculty member.
- e. The committee discusses the merits of the case and votes on the sole issue of whether or not the assessment sought by the faculty member is more accurate than that given by the Chairperson. For the vote, a secret ballot is used. The Peer Review Committee Chairperson will issue a recommendation based upon a majority vote of those members in attendance that either supports the Chairperson’s evaluation or the faculty member’s position. The recommendation will be presented to the faculty member and the Chairperson. Absentee voting is permitted in accord with Article V, Section 3.
- f. If the committee supports the Chairperson’s evaluation, the original evaluation will become part of the faculty evaluation file as is the normal case (18.9).
- g. If the committee supports the faculty member’s position and the Chairperson reconsiders and revises his/her evaluation to reflect the committee’s recommendation, the revised evaluation will become part of the faculty member’s evaluation file and there shall be no record of the Chairperson’s original evaluation or the faculty member’s request for a peer review maintained in the faculty member’s evaluation file.
- h. However, if the committee supports the faculty member and the Chairperson maintains his/her original position, then the Peer Review Committee’s recommendation shall be added to the faculty member’s evaluation which will become part of his/her permanent record. The Chair’s evaluation stands.
- i. Under all conditions, the faculty member retains the right to file a union grievance regarding his/her annual evaluation.

- j. All copies (original and photocopy) of the documents belonging to the faculty member and the Chairperson including the FAR and Chairperson's assessment will be returned to the Chairperson.

ARTICLE I

NAME

The name of this department shall be the Department of Management and for administrative purposes the Department shall be located in the Coggin College of Business at the University of North Florida.

ARTICLE II

GOVERNANCE

The Department of Management will be governed by its Bylaws and its accompanying appendices. Appendices are an integral part of the Bylaws and are to be considered part of the Bylaws.

ARTICLE III

PURPOSES

SECTION 1.

The purpose of the Department of Management shall be to exercise jurisdiction, in the context of the academic disciplines contained in the Department, including Management, Operations Management and Quantitative Management, Business Law, and their various subspecialties, regarding: faculty appointment, retention, promotion, and development; academic programs, organization, and standards; academic services and continuing education; and such other matters as may pertain directly to the instruction, service, and research programs in these disciplines at the University of North Florida.

SECTION 2.

In addition to the aforementioned responsibilities, the Department shall cooperate in the overall governance of the Coggin College of Business, as established in the bylaws of the College, and in the overall governance of the University, as established by the University Constitution.

ARTICLE IV

MEMBERSHIP

SECTION 1.

Any person, with the exception of temporary faculty, who holds the rank of Professor, Associate Professor, Assistant Professor, Instructor, or Lecturer in the Department and are identified in the UNF BOT/UFF contract – Article 37 as included in the bargaining unit, shall be a member of the Department faculty, with the right to participate in the governance and administration of the Department as described herein. Retired Department faculty may attend meetings and assist in the administration of the Department, but are not eligible to vote or constitute part of any quorum. Those faculty members under phased retirement will be considered as full members of the Department faculty with all rights including voting privileges ascribed to a member of the Department faculty during periods when they have returned to full employment. An updated list of Department faculty will be maintained by the Department's Office Manager.

SECTION 2.

Emeritus Faculty: The title "emeritus" is an honor that may be conferred upon a tenured Professor or Associate Professor upon retirement, in recognition of a distinguished record at the University of North Florida. Emeritus faculty shall enjoy the same campus courtesies extended to active faculty, including parking privileges, listing (with emeritus designation) in the catalog, use of the library and recreation facilities, admission to athletic and cultural events, receipt of such publications as are sent to active faculty members and Alumni Association members, participation in academic convocations and, when possible, office space. Everyone who becomes eligible for the title shall be considered for it. Candidates shall be recommended by their departmental colleagues, nominated by the Department Chairperson, and approved by the College Dean, who shall submit the nomination to the Provost and Vice President for Academic Affairs for final approval and action.

SECTION 3.

The Department faculty shall be the judge of its own membership where questions of eligibility arise, except as provided in the University Constitution and Article 37.

SECTION 4.

It shall be the responsibility of the Department faculty to participate in the governance of the Department and in the development and accomplishment of its mission.

ARTICLE V**MEETINGS****SECTION 1.**

The members of the Department faculty shall meet at least once each term during the Academic Year. Special meetings may be called as needed by the Department Chairperson. Departmental faculty members also may request the Chairperson schedule a special meeting. At least 5 working days' notice shall be provided to all members for all official department meetings.

SECTION 2.

The Department faculty shall review the bylaws, as described in the bylaws Preamble and any standing rules on an annual basis; however, these also may be revisited on an as-needed basis. The Department faculty will elect chairs and members of standing committees as appropriate; adopt statements of policy and take actions appropriate to the purposes of the Department; establish special committees; and act as the final authority on all matters arising in this Department, for which authority has not been given to some other officer or governance body.

SECTION 3.

The quorum for a meeting of the Department shall be 40 percent of the Department voting faculty under contract and in residence. Proxies are not allowed for the establishment of a quorum. However, proxies may be allowed at the pleasure of the majority of the Department or committee in attendance at the meeting for emergency or other cogent reasons.

SECTION 4.

The annual meeting of the Department shall be in March of each year. The agenda for the annual meeting shall include standing committees' elections and a report by the Department Chairperson. The report will include reviews of the current expense budget and the staffing of all Department courses offered in its academic program during the previous summer and the current academic year. The staffing report will include the names of all temporary faculty assigned one

or more courses. The chair will present a staffing plan for the coming year. This will include a review of all temporary faculty likely to teach during the year and a discussion of areas where new temporary faculty are expected to be needed. The Chairperson will seek input from the faculty on the continuation of any visiting faculty member beyond the normal one year appointment and make the department faculty's opinion known to the hiring administrator (12.5c). The Chairperson also will report, if information is available, on next year's expense budget.

SECTION 5.

In certain instances, it is recognized that department and department committee business is such that it can be effectively conducted via electronic communication. In cases where electronic communication with Department or Committee faculty is utilized to negate the need for an on-campus meeting and a faculty vote is needed, a quorum shall be assumed to have been met once 40 percent of the voting faculty, under contract and in residence, have returned their vote to the Chairperson, the Chairperson's designee, or the committee chair. It is the responsibility of the official calling for the vote to maintain the records of such votes and to publish the results. However, under no circumstances shall an electronic vote be utilized on matters of promotion and tenure, performance evaluation review, or votes of retention/removal of an administrator (e.g., Department Chairperson and College Dean). Additionally, where an electronic vote has been called for, a department faculty member may, with reason, challenge the appropriateness of the electronic vote and request that the vote be taken at an on-campus meeting.

ARTICLE VI

OFFICERS

SECTION 1.

The principal officer of the Department shall be the Department Chairperson, recommended from among the tenured members of the Department faculty, or externally from a pool of applicants each qualified to be a tenured member of the Department faculty, serving for a term of 4 years. The Chairperson shall be evaluated by the faculty each year via an anonymous survey instrument provided by the Office of the Vice President of Academic Affairs if available, if not, an instrument approved by the faculty will be substituted. These surveys will be opened, tabulated and reported via memorandum to the Dean and the department faculty by the Senior Associate Dean and two elected members of the department.

SECTION 2.

The Department Chairperson or his/her designee shall act as presiding officer for Department meetings. Meetings shall be conducted according to the latest edition of *Robert's Rules of Order*.

SECTION 3.

In addition to the duties prescribed by the Parliamentary authority, the Chairperson shall: administer and coordinate the activities of the Department faculty and committees, present the views of the Department to higher-level academic administrators; present the views of higher-level academic administrators to the Department faculty; perform any and all duties required by State Law, Board of Governors, Board of Trustees, and University rules, the Administrative Procedures Act, and the appropriate collective bargaining agreements; provide leadership for Department activities; appoint such committees as the Department faculty deems necessary to conduct business; serve as a delegate to other College and University governance bodies as specified by College and University procedure; interpret and act on policy as necessary; provide advocacy for the students, the faculty, and the programs of the Department; conduct periodic evaluations of Department faculty members in accordance with Department, College, and University criteria, and in conformance with the Florida Statutes and the current agreement between the University and the United Faculty of Florida (or such other organization as may be legally designated to serve as a bargaining agent); insure compliance with the policies of the Faculty Association, the bargaining agreement and the University in regard to faculty participation in

decisions concerning appointments, promotions, and the granting of tenure; recommend to the Dean of the College new appointments, promotions, and the award of tenure, in conformance with the current collective bargaining agreement and Department, College, and University guidelines; and be the accountable officer for the Department's budget. In situations where prompt action is needed, the Chairperson may act on matters not specifically delegated to the Chairperson. Such actions should be subsequently reviewed with the faculty via meeting or memorandum.

SECTION 4.

Subject to faculty review, the Chairperson shall: develop infrastructure for day-to-day Department operations; supervise Department support personnel and day-to-day operations in accord with the defined infrastructure; provide on a timely basis reporting functions expected of the Department by the University administration; develop and maintain Department records and budgetary information as necessary for proper oversight of Department operation; and coordinate activities of any Department Advisory Councils and ensure that they conform to any University Foundation policies.

SECTION 5.

When requested the Department's Office Manager shall act as recording secretary for Department of Management and Management committee meetings, taking minutes and making those minutes available for review by the department's faculty and maintaining the appropriate records.

SECTION 6.

The Department Office Manager shall notify members of meeting time and place; make physical arrangements for Department meetings; maintain the records of the Department, the Chairperson, and Department committees; and assist the Chairperson, committees, and Department members in coordinating their work.

SECTION 7.

If the Department Chairperson wishes to seek another 4-year term, the Department faculty shall vote by secret ballot on the question of retaining the Department Chairperson for another term. Only Department voting faculty members under contract will be eligible to vote, and may vote by proxy, in accord with the proxy voting criteria established in Article V, Section 3 if not physically at the University at the time of the balloting. The vote shall be conducted by the Associate Dean of the College, unless another individual is selected by a vote of Department faculty. The Associate Dean and two Department members, elected by the Department, shall count the votes, and report the result to the Dean and the Department faculty. In the event the Dean of the College does not concur with the wishes of the majority of the Department faculty, the Dean will meet with the Department faculty and explain his or her position. Nothing in this paragraph shall limit the authority of the faculty of the Department or the Dean of the College to conduct a secret retention vote by the Department faculty at other points in the Department Chairperson's term of office using the procedures as specified above.

SECTION 8.

Failure to execute faithfully the duties of the office constitutes cause for the Chairperson's removal. On receipt of a petition to consider a secret retention vote, signed by at least 50% of the Department faculty excluding the Chairperson, the Associate Dean of the College shall schedule a meeting of the Department faculty without the Chairperson to determine if such a vote shall be taken. Petitions to consider such a vote may be submitted only during the academic year.

SECTION 9.

Additional Department officers may be designated by the Chairperson, with the consent of the Department faculty and the approval of the Dean.

ARTICLE VII

COMMITTEES

SECTION 1.

The Department shall have standing committees as specified in these bylaws to address Departmental purposes. Standing committees other than those specified may be added, deleted, or altered only through amendment to these bylaws. Committees with a limited term of existence may be formed to address special needs not covered by the purview of any standing committee or combination thereof as recommended by the Department Chairperson and as deemed necessary by the Department faculty. Except as noted in these bylaws, standing and special committees shall elect their own chairs and inform the Department membership of their meetings, which shall be open in accord with Florida statute.

SECTION 2.

The standing committees shall be:

1. Promotion and Tenure Committees
2. Management Curriculum Improvement Committee
3. Department of Management Curriculum Areas
 - a. General Management, Organizational Behavior/Theory, Human Resources, and Business Law
 - b. Strategic Management /Business Policy, Entrepreneurship, Introduction to Business, and International Business/Management
 - c. Production/Operations, Quantitative Analysis, and Management Information Systems
4. Bylaws Committee
5. Temporary Faculty Committee

SECTION 3.

Committee membership shall be as follows:

1. Promotion and Tenure Committees

Membership is specified in the Department's Promotion and Tenure Bylaws (see Articles XIV - XVI).

2. Curriculum Improvement Committees

The Department of Management Curriculum Committee shall be a committee of the whole. All voting members of the Department shall be considered as voting members of the curriculum committee; the committee chair will be elected for a two year term. Guidelines for meeting notification, quorum requirements, and the conduct of meetings will follow ARTICLE V requirements.

3. Each area curriculum committee will consist of all faculty in the committee's discipline. The chair of each committee will be elected for a 2-year term. The Department Chairperson is a non-voting member of all curriculum improvement committees. Other Department faculty outside the specific curriculum area may be asked to serve as a member or to participate in committee decisions.
4. The Bylaws Committee shall be a committee of the whole
5. Temporary Faculty Committee

The Department Chairperson and three members elected by the faculty. The Committee Chair is selected by the Committee.

SECTION 4.

All standing committees shall address proposals and actions concerning their areas of responsibility whenever they feel that such proposals and actions are needed and appropriate. Specific standing committee duties and responsibilities shall include the following:

1. The Department Promotion and Tenure Committee shall review all applications for promotion and tenure presented in accord with Department Promotion and Tenure Bylaws (see Article XIV) and established Department promotion and tenure criteria (see Article XV and XVI). The Committee shall submit its recommendations in accord with UNF BOT/UFF contract provisions, College and University policy concerning the Promotion and Tenure Process.

In addition, the Department Tenure Committee shall conduct the Colleagues' Appraisal (tenure review) in accord with the current collective bargaining agreement. This process begins with the Department Chairperson notifying the applicable faculty member to prepare his/her dossier for the Colleagues' Appraisal and establishing a date for committee review (19.7b).

2. The purview of the Curriculum Improvement Committees shall be the continuous improvement and/or reengineering of faculty policies regarding degree requirements, academic programs and priorities, program evaluation, and changes to the Department's curricular offerings. The committees' recommendations shall be based upon benchmarks from comparable institutions, the vision and mission statements of the University and College, measures of current performance, and input from all internal and external constituencies (i.e., students, department faculty, other academic units who serve and/or are served by the Department, the professional community, and current and potential employers). Upon approval of the Department faculty, for actions requiring further approvals external to the Department, the Department Chairperson shall ensure that the requisite materials are forwarded as specified by College and University policy. At a minimum, each curriculum committee should meet at least one time during the fall term of each academic year.
3. Department of Management Curriculum Areas Committees will meet at least one time during the fall term to discuss issues and improvements specific to their areas.
4. The Departmental Bylaws Committee will review the departmental bylaws on an annual basis prior to the end of the fall term.
5. The Temporary Faculty Committee has responsibility for reviewing temporary faculty candidates and making hiring recommendations to the Departmental Chairperson (See Article XII); reviewing and evaluation the performance of all temporary faculty and making a continuation or termination recommendation to the Department Chairperson on the individual (See Article XII Temporary Faculty Policy and Procedures). The Temporary Faculty Committee is charged with recommending changes in the Temporary Faculty Policy and Procedures to the Department Chairperson and the departmental faculty. There will be one Temporary Faculty Committee for each Management Curriculum Areas as defined in Section 2 item 3 of this Article.

SECTION 5.

Each special committee formed shall have a written charge which includes its organization, responsibilities, term of existence, and method of meeting and reporting. Special committees will include:

1. Search Committees:

When faculty openings exist, and recruitment of new faculty members is to be accomplished, a Faculty Search Committee shall be appointed by the Department Chairperson. The Faculty Search Committee

shall first consist of those faculty members from the curriculum area seeking to fill a vacancy. Additional committee members from outside the curriculum area, including individuals external to the department may be added to the committee for diversity purposes; however, the Search Committee Chair must be selected from the committee members representing the curriculum area where the vacancy exists. The Search Committee shall search, identify, screen, and recommend candidates to the Department Chairperson, following all appropriate laws, rules, and regulations. All candidates recommended to the Chairperson will be from individuals who visited campus for personal interviews with Department faculty. As determined by the search committee prior to invitation, all candidates visiting campus will teach a class and/or make a presentation to Department Faculty.

BY-LAWS GOVERNING TERMS & CONDITIONS OF EMPLOYMENT

ARTICLE VIII

SUMMER TEACHING ASSIGNMENTS

Employment during the summer term or terms shall be accomplished through a supplementary contract, in accordance with the prevailing policies of the University BOT and the UFF bargaining agreement.

- “The summer course schedule shall be developed to meet the program and curricula needs of the students in the programs in the department (17.2a).”
- “Each faculty member who wishes to teach a course in the summer shall be guaranteed a course assignment, so long as the course to which a faculty member is assigned enrolls a sufficient number of students (17.2b)”.
- See Article 17 for complete discussion. The Department of Management follows with regard to the assignment of a second or third course.

ARTICLE IX

AUTHORITY

SECTION 1.

The Department shall be governed by these bylaws and such other standing rules as the Department sees fit to adopt, such as Policies on Academic Integrity, Faculty Evaluation Guidelines, Promotion and Tenure Policies and Procedures, and Internship Policies and Procedures.

SECTION 2.

The parliamentary authority for the Department shall be the latest edition of *Robert's Rules of Order*.

ARTICLE X**COURSE SCHEDULING**

Article 14 of the BOT/UFF agreement addresses course scheduling for faculty and specifically 14.2d provides that the Department Chairperson shall “provide the faculty member with the opportunity to consult about the course schedule and shall accommodate a faculty member’s teaching preferences to the extent practicable.” “In order to facilitate the planning of course schedules, tentative written teaching assignments for the next academic year shall be provided by April 1 for returning faculty members and as soon as it can be done for new faculty members (14.3b).”

ARTICLE XI**AMENDMENTS****SECTION 1.**

The Department of Management Bylaws may be amended in the fall and spring semesters only.

SECTION 2.

Proposed amendments shall be provided in writing to the Department Chairperson. The Chairperson shall schedule a meeting within 30 days of his receipt of a proposed amendment to consider the proposed change. The Department Chairperson may recommend editorial changes as he or she determines are needed to the amendment sponsor. The Department Chairperson shall consult with the sponsor as necessary regarding the substance of any amendment that may be in violation of established College and University policy.

SECTION 3.

Proposed bylaw amendments shall be presented to the Department membership in writing at least one week prior to the meeting at which they are to be considered. Meeting notification will adhere to ARTICLE V. provisions which require a five working day notice. The Department Chairperson also shall provide his or her recommendation, which may be for approval, rejection, or no position at the bylaws meeting. A minimum of two thirds of eligible voting members must vote supporting the change. After a quorum has been determined, the vote shall be taken and the amendment accepted or rejected according to the vote.

SECTION 4.

Unless otherwise provided for, the amendment shall take effect immediately upon adoption by the Faculty and approval of the appropriate authorities. The bylaws as amended shall be reviewed as specified in the University Constitution and UFF agreement and then filed with the Secretary of the Faculty Association.

ARTICLE XII**TEMPORARY FACULTY POLICIES AND PROCEDURES
DEPARTMENT OF MANAGEMENT**

The term temporary faculty includes all part-time and non-permanent full-time faculty members. It is the responsibility of all Department faculty to take an active role in assuring that the quality of instruction provided by temporary faculty is at the highest possible level and material coverage is consistent with the Department's curricula. In this document the Department of Management accepts articles 12.5 and 12.6 as those which govern temporary faculty, yet we recognize our obligation to work with the Department Chairperson in the selection process as well as to mentor and assist our temporary faculty to become contributing members of the Department. That stated, the Department of Management Faculty does not condone using any temporary faculty members in graduate and elective courses where qualified tenured or tenure track faculty members are available.

ARTICLE XIII**TRAVEL²****SECTION 1.**

The purpose of this article is to specify the manner in which Departmental funds are expended in support of professional development travel for Management Faculty.

SECTION 2.

AACSB accreditation requires that every business faculty member have institutionally supported opportunities for professional development. To provide this opportunity, a standard allocation is provided to support professional development travel activities.

All permanent and tenure earning Management faculty members are expected to have ongoing professional development activity that enables them to remain abreast of changes occurring within Management academic disciplines. In the case of tenure track faculty members, this expectation is a requirement for achieving tenure and promotion, in particular by demonstrating that they are engaging in ongoing research activity serving to advance the state of the disciplinary area.

SECTION 3.

The standard allocation is determined by dividing 80% of that portion of the normal operating budget allocated by the University to the Department for travel in support of professional development by the number of full-time faculty members with research expectations in the Department. The remainder shall be held as a supplementary travel reserve.

In the event of a budget rollback, the standard allocation is to be recomputed minus those faculty members who have already been reimbursed from their allotment.

² This travel policy will become effective July 1, 2008 with the beginning of the new fiscal year

The standard allocation only applies to full-time tenured/tenure-track faculty and instructors in the Department. Adjunct, visiting, or part-time faculty members have no defined allotment in support of activities as related to travel for professional development.

A faculty member on leave without pay is not eligible nor are faculty members eligible if they are under an employment contract with a party other than UNF. A faculty member on sabbatical is eligible.

SECTION 4.

Faculty members are to be reimbursed up to the amount of the standard allocation for which they qualify subject to the following:

- A. Faculty members are expected to make their own travel arrangements in a manner that minimally impacts the pool of available travel funds.
- B. Advance payment is limited to those cases where it can be demonstrated it provides the least cost for the School.
- C. Expenses claimed must be documented and supported by receipts.
- D. Reimbursement is limited to expenses related to attending any professionally recognized conference or professional development workshop beyond Duval County (excepting registration) and within the United States, or travel abroad to any professionally recognized conference or professional development workshop where permission by the University has been received in advance.
- E. Travel authorization as per University requirement must have been submitted to the University in advance.
- F. Expenses must be claimed within 30 calendar days of the conclusion of the travel.
- G. Expenses for travel may include:
 - 1. Expenses for transportation to destination and return,
 - 2. Use of personal vehicle may not be reimbursed at a rate higher than other available forms of transportation,
 - 3. Airport parking at daily lot rates for expenses incurred for the number of days necessary for the professional portion of the trip,
 - 4. Reasonable expenses for transportation while at destination,
 - 5. Lodging and per diem according to current State of Florida reimbursement limitations, limited to those days necessary for the professional portion of the trip,
 - 6. A single registration fee, unless permission by the University has been received in advance for reimbursement of additional registration,
 - 7. Material costs required for attending.

SECTION 5.

Travel for the purpose of grant development is supported only if approved in advance, funding is not available from the Office of Research and Sponsored Programs, and the travel is needed for meeting with a grant development team, or in the case of untenured, tenure-track faculty, programs offered by a grant agency for grant development.

SECTION 6.

All faculty members planning on last quarter travel are expected to notify the Department Chairperson via e-mail that he or she is planning on a reimbursable trip that will take place in April, May, or June no later than April 1. Faculty members so notifying the Department Chairperson shall have their allocation reserved for their planned travel. Allocations not spent or reserved by April 1 will be subject to reallocation by the Department Chair to other faculty members to the benefit of the department. It is also expected that if a faculty member discovers that they won't be making a previously planned trip that they will notify the Department Chairperson by e-mail that the trip has been cancelled, so that the funds reserved may be used by the department.

SECTION 7.

Unused allotments, the supplementary travel reserve, and any additional Department funds that may be redirected from elsewhere in the Department budget may be used, in support of travel for professional development only for tenured/tenure-track faculty. The more senior the faculty member, as defined by rank then years in rank, the greater the expectation the faculty member will have developed sources of support for travel for professional development other than from Department funds.

- A. Any additional travel by the faculty member to be paid from these funds must be justified and approved by the Department Chairperson in advance.
- B. Support from these funds will be limited to circumstances where the faculty member is a recognized contributor to a conference or workshop program.
- C. If requests for these funds exceed what is available, priority will be given to supporting a first trip for which expenses exceed the standard allocation, then presentation at premier Management, e.g. the Academy of Management, then faculty in reverse order of rank (first Assistant, then Associate, then Full). Means to spread resources such as reduced support for presentations of lower priority, as well as redirecting other available funds if their allocated purpose can be reasonably deferred, may be employed.
- D. Travel documentation requirements are the same as for reimbursement claimed from the standard allotment.

ARTICLE XIV**DEPARTMENT OF MANAGEMENT
PROMOTION AND TENURE COMMITTEE BYLAWS**

1. The Departmental Promotion and Tenure Committee is charged with:
 - A. Conducting the “Colleagues’ Appraisal (progress toward tenure)” as required by the current BOT/UFF contract, article 19, section 7, paragraph b.
 - B. Reviewing and recommending Department tenure candidates to the chairperson.
 - C. Advising the chairperson in regard to the chairperson's promotion recommendation.
2. All meetings will be conducted according to Roberts Rules of Order.
3. The quorum for all meetings will be two-thirds of the eligible voting faculty.
4. Membership of Committee
 - A. The Tenure Committee shall consist of all full time, tenured Department Faculty.
 - B. The Promotion Committee shall consist of all full time, tenured Department Faculty holding the rank equal to or higher than the rank to which the candidate is seeking promotion.
 - C. If there are fewer than three faculty members (who are covered by this agreement) holding the rank of Professor within the department and the Promotion committee is convened to consider a promotion to Professor, the Dean shall appoint sufficient additional Professors from the Coggin College (who are covered by this agreement) to meet the requirement of three. The Dean shall select from a list from a list of Professors submitted by the tenured faculty of the department. The submitted list shall consist of three (3) times the number of vacant positions on the committee (20.7b).
 - C. The Committees shall elect their own chairperson.
 - D. No department member submitting a dossier for promotion consideration may serve on his/her own Promotion Committee.
 - E. Neither the Department Chairperson, Dean, nor Associate Dean may serve on the committees, but the committees shall consult with the Chairperson on issues such as qualifications, past evaluations, and expectations.
 - F. All full time Department Faculty, including those not serving on a given committee, may provide input to the decision process.
5. Absentee ballots may be used by qualified Committee members. The ballot must be signed and placed in a sealed envelope. A two-thirds vote of the eligible committee members present is required to accept *all* absentee ballots. (The Committee shall either accept all of the absentee ballots or none of the absentee ballots.)
6. Each Committee member shall read the Promotion and Tenure Policies and Procedures as defined in the BOT/UFF contract, Articles 19 and 20 and as interpreted and clarified in these departmental bylaws (19.5a), specifically, Appendix B and appendix C before the Committee begins its deliberations. The Committee Chairperson shall cover Appendix A or B or both before committee deliberations are begun.

7. By the date specified by the University, the Department Chairperson shall make promotion and tenure dossiers available for review by the committee. The Committee shall review the dossiers and provide a written assessment and recommendation to the Department Chairperson with regard to each promotion and tenure candidate. The assessment and recommendation, submitted by the date specified by the University, shall become part of the candidate's dossier.
8. In determining promotion and tenure recommendations, the appropriate Committee shall consider 19.5(a-d).
9. The Committee's written assessment and recommendation to the departmental Chairperson shall describe the Committee's procedure and shall include the results of all final votes taken by the Committee. "The votes shall be taken in a lawful manner" (19.9a2) Names and academic ranks of Committee members shall appear on the assessment and recommendation. "The Department Committee shall forward a copy of its assessment and recommendation to the candidate, who shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the tenure dossier. (19.9a3)."
10. Committee members may submit individual letters of recommendation to be placed in the dossier, in addition to the Committee's report.

ARTICLE XV

TENURE CRITERIA DEPARTMENT OF MANAGEMENT INTERPRETATIONS AND CLARIFICATIONS³

The tenure decision is the most important decision that the Department faculty make regarding one of its own members. When the Department Tenure Committee votes to support granting or denying tenure to one of its members, it affects not only the faculty member in question, but also the future well being of the Department. Thus, the impact on all parties of the tenure decision is significant and requires the committee's diligent deliberation.

With the above in mind, the faculty members of the Department of Management hereby follow the Tenure Criteria as detailed in Article 19 of the current guidelines in the BOT/UFF contract with the following departmental interpretations and clarifications as the official criteria for the award of tenure in the Department.

Tenure "is awarded to a faculty member based upon his/her demonstration of excellence in teaching, excellence in scholarship, and continuing meaningful contributions in service" (19.1a). "Judgments of Academic Excellence are complex. They cannot easily be reduced to a quantifiable formula, nor can the considerations that must be applied in each individual case be completely described in general terms" (19.5b). However the aforementioned being accepted as principle, excellence as interpreted and clarified (19.5c) for the Department of Management considers the candidate's annual performance as determined by the Department's Annual Evaluation criteria. **The tenure decision also considers items listed in BOT/UFF 19.5 D (1-6).** However, given that annual evaluations are a snapshot of performance and tenure is awarded based upon cumulative performance in the development of **excellence** in teaching and scholarship, evidence of a research agenda and teaching expertise must exist.

A candidate may apply for tenure anytime after completing three years, but no later than their sixth year. Regardless of the length of time in the position, a candidate may only go up and withdraw once without prejudice.

³The Department of Management recognizes the need for some interpretations and interpolations of both the tenure and promotion criteria as these new standards are implemented and under every circumstance, the applying faculty member shall receive every consideration.

Teaching Excellence

For the purpose of the *tenure decision*, the criteria for teaching excellence will be met if the candidate demonstrates teaching excellence. The applying candidate must have demonstrated teaching excellence at UNF; however, the candidate also may provide evidence of excellence in teaching from prior academic experience.

(a) According to the CBA, section 19.5(b) University Tenure Criteria: “Excellence in teaching is evidenced by a record of high quality teaching. High quality teaching is demonstrated by evidence of effectiveness in presenting knowledge and skills, in stimulating students’ critical thinking and/or creative abilities, and the development or revision of curriculum and course structure.”

(b) The candidate for tenure and promotion to Associate Professor shall write, according to the CBA [section 19.8(e) i.], a “summary and discussion ... of significant teaching and curriculum efforts, including but not limited to a summary of evaluations of his/her teaching by students and academic colleagues through University-sanctioned methods such as survey instruments, questionnaires, and in-class visitations, observations, and interviews.” This narrative in the main binder of the dossier and the supporting documents (syllabi and other instructional materials) in the supplementary binders should address and take into account some of the items in the list below. It is understood that not every item on the list, except those mandated by the CBA, must necessarily be included, nor is the list itself exhaustive, but the overall effect of the discussion and supporting materials must be clearly to demonstrate the excellence and effectiveness of the candidate’s teaching. Basic activities such as maintenance of regularly scheduled office hours and availability for student conferences by appointment are taken as a given. The following are examples of activities that a faculty member may address in their dossier:

- (1) E-learning
- (2) New Course Preparation
- (3) Curriculum Committees
- (4) Independent Studies
- (5) Student Organizations
- (6) Classroom Innovations
- (7) ISQ Averages over the period using a minimum of five items
- (8) Executive Education
- (9) Study Abroad
- (10) Student Research
- (11) Teaching awards
- (12) Other such as evaluations by chair, evaluations by peers, etc.

Scholarly Excellence

For the purpose of the *tenure decision*, the criteria for scholarly excellence will be met if the candidate demonstrates a research agenda and a record of publications. All tenure candidates are expected to have published or had accepted a minimum of five (5) peer reviewed academic journal articles, at least four (4) of which while a UNF faculty member. However, candidates may also provide evidence of excellence from prior academic experience.

Meaningful Service Contributions

For the purpose of the *tenure decision*, the criteria for meaningful service contributions will be met if the candidate demonstrates that they have clearly made a meaningful service contribution. The applying candidate must have demonstrated meaningful service contributions while at UNF; however, the candidate also may provide evidence of meaningful service contributions from prior academic experience.

(a) According to the CBA, section 19.5(b)(3), “Making meaningful contributions in service is evidenced by a record of active participation in University governance through committees and otherwise, as well as a record of active service to one’s professional discipline and the broader public which may occur at the local, state, national, and international levels.”

(b) To be tenured and promoted to Associate Professor in the Department of Management, a successful candidate will provide evidence of “meaningful contributions” over the course of the tenure-earning period by indicating the University, College, or Departmental committees/service activities he/she has served on or engaged in. This will be in addition to “participation in regular departmental, college, or University meetings” [CBA 18.6(c) (2)].

(c) Activities may include

- a. Committee membership
- b. Chairing of Committees
- c. Attendance at functions such as convocation and graduation,
- d. Editorial collaboration
- e. Uncompensated Community Service
- f. Speeches/Presentations
- g. Other Professional Service Activities (officer in discipline based organizations, etc)
- h. Other Public Service normally agreed to in advance with the Chair (radio or television appearances, interviews, organizing conferences, etc)

ARTICLE XVI

PROMOTION CRITERIA DEPARTMENT OF MANAGEMENT INTERPRETATIONS AND CLARIFICATIONS

Promotion is the recognition of a faculty member’s contributions to the department, college, university and the discipline.

With the above in mind, the faculty members of the Department of Management hereby follow the Promotion Criteria as detailed in Article 20 of the UNF BOT/UFF contract with the following departmental interpretations and clarifications as the official criteria for the award of tenure in the Department.

Promotion to Associate Professor

The criteria for promotion to Associate Professor are the same as the criteria for tenure

Promotion to Professor

Promotion to Professor “requires that the candidate be an outstanding teacher, be an outstanding scholar, and demonstrates continuing meaningful contributions in service” (20.3b2). “Judgments of Academic Excellence are complex. They cannot easily be reduced to a quantifiable formula, nor can the considerations that must be applied in each individual case be completely described in general terms” (20.3c). However the aforementioned being accepted as principle, outstanding performance as interpreted and clarified (20.3c1) for the Department of Management considers the candidate’s annual performance as determined by the Department’s Annual Evaluation criteria. However, given that annual evaluations are a snapshot of performance and promotion is awarded based upon cumulative performance in the development of outstanding teaching and scholarship, evidence of a research agenda and teaching expertise must exist. The Department shall not discriminate in making its promotion recommendation based upon a candidate’s years in rank, as long as the candidate meets the minimum requirement of “four years at the [Associate level] with no less than three years at UNF” (20.2b2).

Outstanding Teaching

For the purpose of the *promotion to Professor*, the criteria for outstanding teaching will be met if the candidate clearly demonstrates outstanding teaching. The applying candidate must have demonstrated outstanding teaching at UNF; however, the candidate also may provide evidence of outstanding teaching from prior academic experience.

(a) According to the CBA, “Outstanding teaching is evidenced by a record of high quality teaching. High quality teaching is demonstrated by evidence of effectiveness in presenting knowledge and skills, in stimulating students’ critical thinking and/or creative abilities, and the development or revision of curriculum and course structure.”

(b) The candidate for promotion to Professor shall write, according to the CBA [section 19.8(e)i.], a “summary and discussion ... of significant teaching and curriculum efforts, including but not limited to a summary of evaluations of his/her teaching by students and academic colleagues through University-sanctioned methods such as survey instruments, questionnaires, and in-class visitations, observations, and interviews.” This narrative in the main binder of the dossier and the supporting documents (syllabi and other instructional materials) in the supplementary binders should address and take into account some of the items in the list below. It is understood that not every item on the list, except those mandated by the CBA, must necessarily be included, nor is the list itself exhaustive, but the overall effect of the discussion and supporting materials must be clearly to demonstrate that the candidate is an outstanding teacher. Basic activities such as maintenance of regularly scheduled office hours and availability for student conferences by appointment are taken as a given. The following are examples of activities that a faculty member may address in their dossier:

- (1) E-learning
- (2) New Course Preparation
- (3) Curriculum Committees
- (4) Independent Studies
- (5) Student Organizations
- (6) Classroom Innovations
- (7) ISQ Average for Period using a minimum of five items
- (8) Executive Education
- (9) Study Abroad
- (10) Student Research
- (11) Teaching awards
- (12) Other such as evaluations by chair, evaluation by peers, etc.

Outstanding Scholarship

For the purpose of the *promotion to Professor*, the criteria for outstanding scholarship will be met if the candidate demonstrates a research agenda and a record of publications. All candidates for Professor are expected to have published or had accepted a minimum of eight (8) peer reviewed academic journal articles, at least six (6) of which while a UNF faculty member. These should not have been previously counted toward promotion to Associate Professor. However, candidates may also provide evidence of excellence from prior academic experience. The total minimum number of required publications remains constant and does not depend on the years the candidate has in rank.

Meaningful Service Contributions

For the purpose of the *promotion to Professor*, the criteria for meaningful service contributions will be met if the candidate demonstrates that they have clearly made a meaningful service contribution. The applying candidate must have made a meaningful service contribution while at UNF; however, the candidate also may provide evidence of meaningful service contributions from prior academic experience.

(a) According to the CBA, “Making meaningful contributions in service is evidenced by a record of active participation in University governance through committees and otherwise, as well as a record of active service to one’s professional discipline and the broader public which may occur at the local, state, national, and international levels.”

(b) To be promoted to Professor in the Department of Management, a successful candidate will provide evidence of “meaningful contributions” over the course his/her employment at UNF indicating the University, College, or

Departmental committees/service activities he/she has served on or engaged in. This will be in addition to “participation in regular departmental, college, or University meetings” [CBA 18.6(c) (2)].

(c) Activities may include:

- a. Committee membership
- b. Chairing of Committees
- c. Attendance at functions such as convocation and graduation,
- d. Editorial collaboration
- e. Uncompensated Community Service
- f. Speeches/Presentations
- g. Other Professional Service Activities (officer in discipline based organizations, etc)
- h. Other Public Service normally agreed to in advance with the Chair (radio or television appearances, interviews, organizing conferences, etc)

ARTICLE XVII

CRITERIA FOR ANNUAL EVALUATIONS DEPARTMENT OF MANAGEMENT

In accordance with the contract provisions of the Collective Bargaining Agreement between UNF BOT and UFF, the faculty of the Department of Management sets forth the following criteria for performance evaluation and consideration of compensation increases based on meritorious performance:

General

The basis for faculty evaluations in the Department of Management shall be the evidence included in the Faculty Annual Report (FAR - see Appendix E) and other relevant material. Faculty members within the Department of Management shall be evaluated on their assigned activities. Faculty evaluation within the Department of Management is the responsibility of the Department Chairperson. In conducting the evaluations, the chairperson shall consider all appropriate available information relevant to the performance of the faculty member in the areas of teaching, scholarship, and service, with consideration given to assigned activities (18.6) and other related accomplishments during the appraisal period.

The performance evaluation guidelines presented in this document shall be followed by the Chairperson. As noted in (19.5b) not all contributions are easily identified or quantified, therefore, the Department of Management recognizes the need for the Chairperson to be able to award bonus points to any evaluation category of a faculty member’s appraisal based upon extreme meritorious distinctions or extraordinary circumstances. However, the Department faculty does not foresee a situation where the Department Chairperson would take away points earned by a faculty member and thus provide no mechanism within these bylaws for applying such a penalty.

Teaching Evaluation

“Student evaluations are one useful tool for evaluating teaching effectiveness; however, when a faculty member has made additional information available to the evaluator, the evaluation of a faculty member shall not be based solely on student evaluations” (18.6a3). The evaluator (Department Chairperson) must take into account any relevant materials submitted by the faculty member such as class notes, syllabi, student exams and assignments, a faculty member’s teaching portfolio, results of peer evaluations of teaching, and any other materials relevant to the faculty member’s teaching activities” (18.6.a2). Each individual faculty has the option of preparing an annual teaching portfolio addressing 1) Instructional Behaviors, 2) Course Content, 3) Assurance of Learning and 4) other things appropriate to Teaching. However, the FAR is designed to provide faculty members ample opportunity to express their accomplishments and should lessen the need for any faculty member to submit additional information. Nevertheless, when additional material is provided by the faculty member to the Department Chairperson, the Chairperson will evaluate the additional information and factor such information into the faculty member’s annual evaluation.

The FAR adopted by the Faculty of the Department of Management addresses twelve contribution areas for the evaluation of teaching. The individual components and the maximum points that may be earned in each area are explained below. The Department of Management faculty recognizes the usefulness of the ISQs for teaching performance evaluations; but the faculty also recognizes the importance of a faculty member's contributions to teaching that cannot be measured by the ISQs, thus the teaching evaluation section of the FAR includes eleven other contribution areas that insure that all of its members have an opportunity to be recognized for their teaching contributions.

1. ISQ Average (ISQ is designed on a five point Likert scale with 5 being outstanding and 1 being unsatisfactory). Each faculty member may choose to utilize the five questions listed below or include additional questions up to using all ISQ questions to compute the average rating for each item in each class. The faculty member should be consistent on his/her choice of questions for each evaluation period and use the same questions for each class. The faculty member should select those additional questions that he/she believes are most reflective of teaching effectiveness for their discipline. The five required ISQ items are those that the department faculty as a whole find applicable to its disciplines are listed below, however faculty members may elect to use additional items as stated above.
 1. Professor communicates effectively with students.
 2. Professor demonstrates enthusiasm for course material and teaching.
 3. Professor demonstrates a mastery of the course content.
 15. I found this class to be challenging.
 8. Overall rating of instructor (on the reverse side of form)
2. The specific criteria for calculating the FAR ISQ score is as follows.
 - a. compute the mean of the scores on the five or more ISQ items selected by the faculty member for each class;
 - b. calculate the ISQ average by adding all of the course averages together and dividing the total by the number of courses being averaged
 - c. this score then becomes the base to which other points for desired teaching activities (taken directly from the FAR) are added.
3. **New Course Proposal and Course/Lecture Preparation:** New courses are courses which you taught for the first time or had not taught in the previous three years. Course proposals are formal proposals to offer new courses that include preparation of the APC and syllabus presentation to the Management Curriculum Committee in a final form that may be submitted to the college and university for consideration. Substantial revisions of courses currently taught are revisions that dramatically change the nature of the course presentation, requirements, and evaluation. The FAR should indicate the nature of the revisions.

Add .3 for new course preparation, .2 for a new course proposal, and .1 for a substantial revision – please fully explain the substantial revision.
4. **E-Learning Development and Implementation:** The FAR should include a description of e-learning activities that reduce classroom face-time. Discuss in terms of percentage of e-learning requirements added and face-time reduced.

Add .2 for each class significant e-learning innovation not covered elsewhere. A maximum of .2 may be added per class to a maximum of .5 for this category.

5. Other Curriculum Development Activities: FAR should include brief description of activities such as development of a certificate program, participation in university, college or departmental curriculum, and teaching/instruction related committees.
Add .2 for each teaching related committee served on and .2 for each teaching related committee chaired up to a maximum of .4
6. Independent Study: FAR should include a list of independent study supervision(s), including course number, credit hours, number of students and a brief description of the nature of each project.

Add .05 for each independent study conducted to a maximum of .2
7. Involvement with student professional organizations: The FAR should include a brief description of activities.

Add .2 if you advised 1 or more organizations; maximum of .2
8. Classroom Innovations: FAR should include a list and brief description of creative teaching activities completed or started during the period.

Add .1 for major classroom innovations not covered under other topics that significantly change the way the course is presented – simple deletions of previous innovations do not count – a maximum of .1 per individual course taught, as in MAN 6726 can only be counted once, even if multiple sections taught. Maximum of .2 per reporting period may be added.
9. Involvement with students in research projects or College Institute/Center activities: FAR should include a list and brief description of research activities involving students and the outcome (e.g., article published or presented); and any activities involving students in a college center, e. g., Center for Economic Education.

Add .1 for any research activities that lead to acceptance or publication of article or proceedings to a maximum of .2
10. Participation in International Study Abroad or Exchange Program: The FAR should include a list and brief description of activities related to participation in study abroad or exchange programs.

Add .2 for leading a study abroad, add .1 for assisting/traveling with a study abroad, and add .2 for teaching in an exchange to a maximum of .3.
11. Professional and Executive Education: The FAR should include a list of program titles, dates, types of audience, number of attendees, and hours taught. Indicate if the program is a new or a repeat program.

Add .2 for conducting a professional or executive education program for the first time, .1 for conducting a repeat program to a maximum of .2
12. Awards or formal recognitions for your teaching activities: The FAR should include a list and description.

Add .1 for receiving a University teaching award.
13. Other: The FAR should include a list description of other teaching related activities (examples might include guest presentations in other classes, other unassigned teachings, and assignments and points awarded by the Chairperson for peer and Chairperson classroom evaluations and additional material submitted by a faculty member for Chairperson review). To be eligible for points these should be agreed to - in advance and in writing - by the Department Chairperson.

Teaching Table 1 (below) presents the twelve areas for evaluation of teaching and the maximum points that may be earned in each area. Teaching Table 2 (below) presents the minimum total points required for each of five evaluation outcomes.

Teaching Table 1

| Activity | Maximum Points | Points Earned |
|--------------------------------|----------------|---------------|
| 1) ISQ Average for Period | 5.0 | |
| 2) New Course Preparation | .3 | |
| 3) E-Learning | .5 | |
| 4) Curriculum Committees | .4 | |
| 5) Independent Studies | .2 | |
| 6) Student Organizations | .2 | |
| 7) Classroom Innovations | .2 | |
| 8) Student Research | .2 | |
| 9) Study Abroad | .3 | |
| 10) Executive Education | .2 | |
| 11) University Teaching Awards | .1 | |
| 12) Other ⁴ | 2 | |
| Total | 9.6 | |

Teaching Table 2

| Evaluation | Minimum Annual Points Required | Department Rating |
|--------------------|--------------------------------|-------------------|
| Exemplary | 5 | 5 |
| Above Satisfactory | 4.5 | 4 |
| Satisfactory | 4.0 | 3 |
| Below Satisfactory | 3.5 | 2 |
| Unsatisfactory | Below 3.5 | 1 |

D-2: Scholarship Evaluation

The Department of Management recognizes the importance of collaboration among its members for the purposes of scholarly endeavors. Further, the department promotes such collaboration by making no distinction between the importance and weighting of single authored and jointly authored contributions. In addition, the Department of Management also recognizes the value to the department, college, university and the Academy of cross-discipline research. Here again, the Department wishes to encourage such behavior and thus again, makes no distinctions between traditional in-field and cross-disciplinary scholarly contributions.

Minimum Constraint:

At least one peer reviewed article publication (letter of acceptance for publication)⁵ or book publication, including major revision, is required for “exemplary” annual evaluation.

Scholarship Table 1 presents the points required annually for each level of evaluation.

⁴The other category may include classroom evaluation visits from both peers and the Department Chairperson and the Department Chairperson’s evaluation of any additional information provided to the Department Chairperson by the faculty member (e.g., a teaching portfolio).

⁵A scholarly activity can only be counted once by any individual, i.e., if counted with acceptance letter, it may not be counted again when published.

Scholarly activities:

Table 1 (below) lists fourteen scholarly activities and the respective points to be awarded for each.

Scholarship Table 1

| Activity | Points (annual) |
|---|------------------------|
| 1) Peer reviewed journal article publication (or accepted for publication) | 5 |
| 2) Book publication | 5 |
| 3) Major book revision ⁶ | 4 |
| 4) Editorial reviewed article in major business publication | 3 |
| 5) Publication of complete paper in Proceedings of Academy of Management or comparable (elite academic organizations) | 3 |
| 6) Academy of Management or comparable presentations (elite academic organizations) | 2 |
| 7) Publication of complete paper in international or national academic conference proceeding and presentation | 2 |
| 8) Minor book revision | 3 |
| 9) Publication of complete paper in regional conference proceeding and presentation | 1.5 |
| 10) Article in editor reviewed trade magazine | 1.5 |
| 11) Recipient of External Research Grant | 1.5 |
| 12) Publication of External Research Report | 1.5 |
| 13) Book chapter ⁷ | 1.5 |
| 14) Other scholarly activities ⁸ | maximum of 3 |

Table 2: points awarded

| Evaluation | Minimum Points Required Under the Annual Approach |
|---------------------------|--|
| Exemplary | 5 |
| Above Satisfactory | 4 |
| Satisfactory ⁹ | 3 |
| Below Satisfactory | 2 |
| Unsatisfactory | Less than 2 |

D-3: Service Evaluation

The area of service encompasses professional service, university service and community service.

A Satisfactory rating is considered to be a score of 3.5 on a five point scale. In evaluating service, the faculty member shall be considered as meeting the requirements for a satisfactory evaluation if he/she attends the required departmental and college meetings (or was excused by the department chair due to personal circumstances) and contributes through the various listed service activities by at least another .5.

⁶ A major revision is considered to have taken place when 25 percent or more of the book is new.

⁷ No more than two book chapters may be claimed for any period.

⁸ Examples are working paper publications, substantial work in progress evaluated by Department Chairperson, grant requests and other scholarly activities agreed to in advance and in writing by the Department Chairperson. The agreement should include the number of points assigned to the activity or extra points credited for outstanding publications as in **Premier** journals.

⁹ Faculty who meet the AACSB criteria for "Academically Qualified" (AQ) receive a satisfactory or above rating.

When the above-described criterion is not met, the department chairperson shall counsel the faculty member and document the meeting. In this case, the Department Chairperson is expected to provide a rating of “below satisfactory” or “unsatisfactory” depending on the level of the faculty member’s performance.

For all of those who meet the minimum criterion, the following points are added to their service scores to determine the final service evaluation (see Service Tables 1 and 2 below). The FAR is used to document activities.

College/Departmental/University Service (numbers 1,2,3)

1. Committees, other than Curriculum –List each committee that you have worked with and either attended or were excused from 75 percent of the meetings.

- University

Add .2 points for each committee served on and .2 points for each committee chaired.

- College Committees

Add .2 points for each committee served on and .2 points for each committee chaired.

- Department Committees

Add .2 points for each committee served on and .2 points for each committee chaired.

2. Attendance/participation at college/department/university functions (such as invited lectures and seminars, commencement, and Beta Gamma Sigma dinners, etc.)

Add .05 points for each event attended to a maximum of .2 points

3. Other Internal Service Activities (such as participation and assistance in faculty recruiting; participation in special activities; service on special projects, etc.; professional assistance to other faculty, etc.)

Add between .1 and .3 points for “other” activities such as the above. All activities in this category and the associated points must be agreed to in advance and in writing with the Department Chairperson.

Professional Service (numbers 4,5)

4. Editorial collaboration: Reviewer for journals, publishers, professional associations, and service on editorial boards, etc.

Add .05 for each review completed for journals, publishers, professional associations and editorial review boards

5. Other professional service activities: Journal Editor, Officer in Professional Organization, Discussant, Session Chair, Panel Moderator, etc., Describe

Add .3 for being a Journal Editor, .2 for being an Officer in a Regional Professional Organization, .3 for being an Officer in a National Professional Organization, .1 for each time you served as a Discussant, Session Chair, or Panel Moderator at a Professional Organization (.1 is the maximum that can be counted for participation at any one conference). “Other” items may be counted, but the activity and associated points must be agreed to in advance and in writing with Department Chairperson.

Community/Public Service (numbers 6,7,8)

6. Uncompensated Community/Public Service

Uncompensated consulting or advisory activities with government, business, schools, labor, other institutions, or individuals: Include only those activities related to your professional expertise.

Add between .1 and .3 points for activities such as the above that also include sitting on volunteer Boards of Directors and Courtesy Appointments to other institutions. All activities in this category and the associated points must be agreed to in advance and in writing with the Department Chairperson.

7. Speeches or presentations given to professional groups in the community.

Add .1 point for each speech or presentation given.

8. Other Public Service Activities: (Such as radio or television appearances, interviews for printed media such as newspapers and magazines, organization of conferences, and special assignment, etc.)

Add .1 point for each radio or television appearance and interview, .2 points for organization of a conference at UNF. "Other" items may be counted such as special assignments within the department, college, and university, but the activity and associated points must be agreed to in advance and in writing with the Department Chairperson.

Service Table 1¹⁰

| Activity | Maximum Points | Points earned |
|--|----------------|---------------|
| 1) Committees | N/A | |
| 2) Attendance at Functions | .2 | |
| 3) Other Internal Service | N/A | |
| 4) Editorial Collaboration | N/A | |
| 5) Other Professional Service Activities | N/A | |
| 6) Uncompensated Community Service | N/A | |
| 7) Speeches / Presentations | N/A | |
| 8) Attendance at College and Departmental Faculty Meetings | 3.0 | |
| 8) Other Public Service | N/A | |

Service Table 2

| Evaluation | Minimum Annual Points Required | Department Rating |
|--------------------|--------------------------------|-------------------|
| Exemplary | 5 | 5 |
| Above Satisfactory | 4 | 4 |
| Satisfactory | 3.5 | 3 |
| Below Satisfactory | Some evidence of service | 2 |
| Unsatisfactory | No evidence of service | 1 |

¹⁰ To receive a rating of exemplary, one's service contributions must include activities in more than one of the categories specified in Table 1.

**ATTACHMENT 1
CURRENT DEPARTMENT FACULTY**

| | |
|-----------------------|---------------------|
| H. Eugene Baker, III, | Professor |
| Koren Borges | Instructor |
| B. Jay Coleman | Professor |
| Diane Denslow | Instructor |
| Paul Fadil | Assistant Professor |
| Bruce Fortado | Professor |
| Lakshmi Goel | Assistant Professor |
| Saurabh Gupta | Assistant Professor |
| Craig Harms | Associate Professor |
| Rahul Kale | Assistant Professor |
| C. Bruce Kavan | Professor and Chair |
| Dag Naslund | Associate Professor |
| Crystal Owen | Assistant Professor |
| Antony Paulraj | Assistant Professor |
| Steven Paulson | Professor |
| Fred Pragasam | Instructor |
| Robert Schupp | Associate Professor |
| Carol Spector | Instructor |
| Marjory Templeton | Instructor |
| Reza Vaghefi | Professor |
| Cheryl Van Deusen | Associate Professor |
| Steven Williamson | Associate Professor |
| PingYing Zhang | Assistant Professor |