

Department of Management Bylaws
Table of Contents
(February 21, 2011)

Preamble		1
Article I: Department Members, Voting Members and Voting Rights	2	
A. Introduction	2	
B. Department Members and Voting Members	2	
C. Meetings and Quorums	3	
D. Voting	3	
E. Proxy Voting	3	
Article II: Scheduling of Classes		4
A. Introduction	4	
B. Priorities	4	
C. Teaching Load	4	
D. Summer Session Appointments	5	
Article III: Sabbaticals, Faculty Leaves, Faculty Exchanges, Family Medical Leaves, and Leave Without Pay		6
A. Introduction	6	
B. Procedures for Sabbaticals, Faculty Development Leaves and Faculty Exchanges	6	
C. Procedures for Family Medical Leave and Leave Without Pay	7	
Article IV: Committees		7
A. Introduction	7	
B. Committee Procedures	8	
C. Promotion, Retention and Tenure (PRT) committee	8	
D. Post Tenure Review (PTR) Committee	9	
E. Merit Committee	10	
F. Planning and Curriculum committee	11	
G. Assessment Committee	12	
H. Ad Hoc Search and Screen Committees	12	
Article V: Merit Evaluation		13
A. Introduction	13	
B. Eligibility and Timeline	13	
C. Forms and Guidelines	13	
Article VI: Retention (Tenure)		14
A. Promotion, Renewal and Tenure Committee	14	
1) Procedures for Renewal of Probationary Appointments and Granting of Tenure	14	
2) Evaluation Criteria	14	
B. Procedures	14	

C. Evaluation Criteria	16	
Article VII: Promotion		19
A. Overview	19	
B. Procedure	20	
C. Evaluation Criteria	22	
Article VIII: Post Tenure Review		24
A. Objective	24	
B. Philosophy	25	
C. Procedures	26	
Article IX: Retention and Evaluation of Academic Staff		31
A. Procedures	31	
Article X: Departmental Grade Appeals		32
A. Procedure	32	
Appendix A: Responsibility of Department, Department Members and Department Chairperson		34
Appendix B: Merit Evaluation —Procedures and Criteria		40
Appendix C: Criteria for Membership on Post Tenure Review Committee		55

Preamble

These bylaws, adopted by the Management Department on _____, in accordance with the University of Wisconsin System and University of Wisconsin-La Crosse Faculty and Academic Staff Personnel Rules, supersede all previous departmental bylaws currently in effect.

Article I

Department Members, Voting Members, Meetings, and Voting Rights

A. Introduction

The definitions of the following terms shall be used consistently throughout these Bylaws:

1. **Faculty.** “Faculty” shall mean all tenured and tenure-track members of the Department.
2. **Tenured.** “Tenured” shall refer to Faculty who are not probationary and who have permanent employment contracts with the University.
3. **Tenure-track.** “Tenure-track” shall refer to Faculty who are probationary and who do not have permanent employment contracts with the University.
4. **Academic Staff.** “Academic Staff” shall mean all non-tenured and non-tenure-track members of the Department.
5. **Academic Staff with Faculty Status.** “Academic Staff with Faculty Status” shall refer to Academic Staff whose teaching load each semester or consecutive academic year qualifies for Faculty Status.
6. **Academic Staff without Faculty Status.** “Academic Staff without Faculty Status” shall refer to Academic Staff whose teaching load each semester or consecutive academic year does not qualify for Faculty Status.

B. Department Members and Voting Members

1. **Department Members.** All Faculty and Academic Staff whose teaching loads are assigned by the Department shall be members of the Department (“Department Member”).

2. **Voting Members.** All Faculty and Academic Staff with Faculty Status shall be equal voting members (“Voting Members”) of the Department. Tenure-track Faculty and Academic Staff with Faculty Status shall have the same voting rights and privileges as Tenured Faculty with respect to departmental governance, with the exception, however, of those voting rights as set forth in Paragraph D of this Article I.

C. Meetings and Quorum

- 1 **Meetings.** The Department shall meet at least once each semester (“Department Meeting(s)”) in order to conduct departmental business. The Department Chair, any Department committee chair, or other Department Member may request a Department Meeting in order to discuss or to act upon departmental matters. The Department Chair will attempt to schedule Department Meetings at times when all members of the Department are able to attend.
2. **Quorum.** A quorum for Department Meetings shall consist of a majority of the Voting Members of the Department. Proxy votes shall not count in determining whether or not a quorum is present.

D. Voting

1. **Voting Members of the Department.** All Voting Members of the Department may vote on all matters requiring departmental approval, including committee votes, except as set out below in Subparagraphs 1 and 2 of this Paragraph D of Article I. Approval shall require a majority vote of those Voting Members either present or who have cast a proxy vote. A motion shall not be approved in the case of a tie vote.
2. **Special Provision for Academic Staff with Faculty Status.** Academic Staff with Faculty Status shall not be eligible to serve or to vote on the Merit Committee, unless their salaries contribute towards the departmental merit pool.
3. **Exception for Tenure-track Faculty and Academic Staff with Faculty Status.** Tenure-track Faculty and Academic Staff with Faculty Status shall neither be eligible to serve on the Promotion, Retention and Tenure Committee (“the PRT Committee”), nor be eligible to vote on promotion decisions brought to the Department for approval by the PRT Committee.

E. Proxy Voting

Written proxy voting shall be permitted on all matters brought before the Department or any Department committee for a vote. Proxy votes shall be

submitted to the Department Chair or to the appropriate Department committee chair before the publicized commencement time of the meeting at which a vote is scheduled.

Article II:

Scheduling of Classes

A. Introduction

The Department Chair, in consultation with each Department Member, shall be responsible for establishing the teaching load for each Department Member and for managing the overall workload of the Department.

B. Priorities

The following priorities shall be observed by the Department Chair with respect to the scheduling of classes in the Department for each Department Member:

1. To follow the Department's "Master Plan of Course Offerings."
2. To attempt to meet both student needs and the preferences of each Department Member; however, to take student needs into consideration over preferences of a Department Member in the case of a conflict between the two.
3. To make every reasonable effort to match class offerings with the qualifications and experience of each Department Member. No Department Member shall have an exclusive claim to teach any given course.
4. To make every reasonable effort to balance equitably the teaching load of each Department Member. This balance shall include, but shall not be limited to, such things as the number of preparations, and new preparations, the number of students in each class, and class meeting times for each Department Member.
5. To make every reasonable effort to avoid assigning three preparations to a Department Member.

C. Teaching Loads

The following standards shall be maintained by the Department Chair with respect to the assignment of teaching loads in the Department for each Department Member:

1. **All Faculty.** Faculty whose teaching performance is deemed satisfactory and whose scholarly activities meet the University's College of Business Administration ("the CBA") scholarly productivity guidelines shall be assigned a nine-credit hour teaching load each semester. Faculty whose scholarly productivity output is below the CBA scholarly productivity guidelines shall be assigned a twelve-credit hour teaching load.
2. **New Faculty.** Newly appointed Faculty with less than five years' experience shall be assigned a nine-credit hour teaching load during their initial six semesters in order to stimulate professional development and scholarly activity.
3. **Compliance with Scholarly Productivity Guidelines.** For purposes of determining compliance with the CBA scholarly productivity guidelines in the assignment of teaching loads, research accepted for publication but yet to be published shall be counted as published research output.
4. **Overload Teaching by Faculty.** By mutual agreement between the Department Chair and an individual Faculty member, such Faculty member may elect to teach more than a nine-credit hour load in any given semester, provided, however, that such Faculty member shall be remunerated over and above a nine-credit hour teaching load pursuant to the then current CBA rules with respect to remuneration for overload teaching. Such overload teaching shall not be substituted in lieu of a full load of student advising.
5. **Full-time Academic Staff.** Full-time Academic Staff shall be assigned a fifteen-credit hour teaching load each semester, provided, however, that any Full-time Academic Staff may, at his or her option, elect to substitute a full load of student advising or other acceptable work assignment in lieu of three hours of the fifteen-credit hour teaching load.
6. **Part-time Academic Staff.** Part time Academic Staff shall be assigned less than a fifteen-credit hour teaching lead each semester.

D. Summer Session Appointments

1. **Eligibility and Remuneration.** The Department shall determine the criteria and eligibility of Department Members for summer session appointments and the method of remuneration on an annual basis prior to determination of the Department's summer schedule.

2. **Scheduling of Classes.** Scheduling of summer courses shall be consistent with the criteria set out in Paragraphs A and B of this Article II.
3. **Cancellation of Summer Courses.** Summer teaching appointments may be cancelled by the instructor any time before the predetermined deadline for any reason. All faculty have the right to teach a scheduled course with any enrollment for the remuneration allocated.

Article III:

Sabbaticals, Faculty Development Leaves, Faculty Exchanges, Family and Medical Leaves, and Leave Without Pay

A. Introduction

The Department shall encourage Faculty to seek sabbatical and faculty development leaves, research funding, and international teaching exchanges.

B. Procedure for Sabbaticals, Faculty Development Leaves, and Faculty Exchanges

1. **Sabbaticals and Faculty Development Leaves.** Requests for sabbatical and faculty development leave shall be submitted in writing to the Department Chair at least one week prior to submission of a formal application to the University's Faculty Development Committee.
Requests:

- (a) shall include information as to how and why the requested leave will benefit the Department, and
- (b) shall outline the details of how the Department will be kept informed of the applicant's research activities by means of such things as, but not limited to, reports, and records.

The applicant may provide this information to the Department Chair by submitting a copy of his or her Sabbatical or Faculty Development Leave proposal. Current information on program requirements and due dates may be obtained by the applicant from the Office of the Provost/Vice Chancellor.

2. **Faculty Exchanges.** Requests to teach abroad during an academic year through one of the University's exchange programs shall be submitted in writing to the Department Chair at least one week prior to submission of a formal application to the University's Office of International Education or the University's Travel and International Education Committee. If the

request is for a period of time less than one semester in length, it shall indicate how the applicant's teaching assignments will be covered during the applicant's absence from campus. Current information on program requirements and due dates may be obtained by the applicant from the Office of the Provost/Vice Chancellor.

3. **Formal Recommendation.** A majority of the Voting Members of the Department shall determine whether or not to recommend a Faculty member to the Dean for a sabbatical or faculty development leave or for a leave to teach abroad on one of the University's exchange programs. The Department Chair shall be responsible for forwarding the determination of the faculty in this regard to the Dean. Department Members requesting leaves shall not be eligible to vote on these matters.

C. **Procedures for Family and Medical Leaves and Leaves Without Pay**

1. **Family and Medical Leaves.** Eligible Department Members may receive up to 12 weeks of unpaid, job-protected leave for certain family and medical reasons. Current information on eligibility requirements and benefits payable under the federal Family and Medical Leave Act of 1993 and the state Family Leave Act of 1988 are available from the Office of the Provost/Vice Chancellor.
2. **Leaves Without Pay.** Other requests for unpaid leaves that necessitate reassignments of teaching loads and/or the hiring of additional Faculty or Academic Staff shall be submitted in writing to the Department Chair at least six months prior to the desired absence. Only in extenuating circumstances shall the Department Chair consider a request for unpaid leave made with less than six month's notice.
3. **Formal Approval.** A majority of the Voting Members of the Department shall determine whether or not to approve an application from a Department Member for leave without pay. A Department Member requesting leave shall not vote. Approval shall require the Department Member to notify the Department by a specified date whether or not he or she intends to return to the Department at the conclusion of his or her leave.

Article IV:

Committees

A. Introduction. The Department shall maintain the following committees:

1. Promotion, Retention, and Tenure Committee ("the PRT Committee").

2. Post-tenure Review Committee (the PTR Committee”).
3. Merit Committee.
4. Planning and Curriculum Committee.
5. Search and Screen Committee.
6. Bylaws Committee.
7. Such other committee or committees as the Department may deem appropriate from time to time.

B. Committee Procedures. The following procedures shall apply to all Department committees:

1. After committee membership is determined, the Department Chair shall designate one of the members to convene the committee.
2. Each committee shall elect a chair and a recorder (or the committee may decide to rotate the responsibility for recording the minutes of each meeting).
 - a. The chair of each committee shall be responsible for arranging a meeting room and submitting any required notice of meeting to the Academic Department Associate in order to ensure compliance with the Wisconsin Open Meeting Law.
 - b. The recorder shall circulate minutes of each meeting within two weeks of the meeting. The recorder shall also file one copy of the minutes in the Office of the Department with the Academic Department Associate.
3. Unless otherwise designated in a particular committee’s bylaws, proxy voting shall be permitted.
4. With the exception of the PRT Committee, the Department Chair shall be an ex-officio, non-voting member of all departmental committees.

C. Promotion, Retention, and Tenure (PRT) Committee

1. Membership

- a. The PRT Committee shall consist of all Tenured Faculty of the Department.

- b. No Professor in the Department who is applying for promotion shall participate in their promotion decision or the promotion decision related to any other Professor in the Department who is also applying for promotion.

2. Responsibilities

- a. **Review of Faculty for Promotion, Retention, and Tenure.** The PRT Committee shall evaluate files of faculty for: (i) promotion from the rank of Assistant Professor to the rank of Associate Professor, (ii) promotion from the rank of Associate Professor to the rank of Professor, (iii) retention of Professors and renewal of their annual employment contracts with the University, (iv) retention and renewal of annual employment contracts of Academic Staff with Faculty Status and Academic Staff without Faculty Status and (v) the awarding of tenure with confirmation by the Chancellor.
- b. **Criteria for Review.** The criteria for review that shall be used by the PRT Committee is set forth in Appendix B and by this reference made a part hereof as if fully incorporated herein.
- c. **Recommendation of Faculty for Promotion, Retention, and Tenure.** The PRT Committee shall make (i) Faculty promotion recommendations to the Department and (ii) retention and tenure recommendations to the Chancellor through the Dean of the CBA via the PRT Chair.
- d. **Reconsideration of Action Taken.** The PRT Committee shall hear requests for reconsideration of the action it takes.

D. Post-Tenure Review (PTR) Committee

1. Membership

- a. The PTR Committee shall consist of three Tenured Faculty of the Department. PTR Committee members shall be selected annually by the Department using the criteria in Appendix C.
- b. To be eligible for membership on the PTR Committee, a department member must also meet the following criteria:
- c. It is desirable that as many functional areas within the department be represented on the PTR Committee. Also, if possible, the PTR Committee should not be comprised of faculty all at the same rank (assistant professor, associate professor, or full professor).

- d. Faculty members scheduled for review during the upcoming academic year are ineligible to be members of the PTR Committee for that academic year.
- e. The Department of Management Chairperson shall be a non-voting member, voting only to break tie votes.

2. Responsibilities

- a. Each academic year, the Post-Tenure Review Committee shall evaluate the post-tenure review files, including the five-year Faculty Development Plan, for faculty members under review that year. Procedures and criteria for decision making are specified in Article VII of these Bylaws: Post Tenure Review of Faculty.
- b. If requested by a faculty member who has been reviewed, the PTR Committee may write letters of support to appropriate administrators or committees, recommending that development proposals submitted by the faculty member be funded.

E. Merit Committee

1. Membership

- a. The Merit Committee shall consist of at least three Department Members, subject to the provision of Subparagraph 2 of Paragraph D of Article I of these Bylaws.
- b. Committee membership shall be for three years, beginning with the fall semester. Membership of the committee shall be divided equally into three classes. A member of Class One of the committee shall vacate his or her membership after one year, and the succeeding member of this class shall serve for three years. A member of Class Two of the committee shall vacate his or her membership after two years, and the succeeding member of this class shall serve for three years. A member of Class Three of the committee shall vacate his or her membership after three years, and the succeeding member of this class shall serve for three years.

2. Responsibilities

- a. Faculty shall submit a completed merit form to the Merit Committee. Academic Staff with Faculty Status shall also submit

a completed merit form to the Merit Committee if their salaries contribute toward the departmental merit pool.

- b. The Merit Committee shall evaluate these merit forms and assign merit points using the criteria set forth in Appendix B.
- c. The Merit Committee shall present its annual merit report to the Department for approval. This report shall include each Department Member's merit points for each merit category and as a total, and any carry over research points. After approval by the Department, the Merit Committee's recommendations of merit pay increases shall be forwarded to the Dean.

F. Planning and Curriculum

1. Membership

- a. The Management Department Planning and Curriculum Committee will consist of at least three department members, representing as many functional areas as possible.
- b. Committee membership shall be for one year, beginning with the fall semester.

2. Responsibilities

- a. Assist the department chair in the development of policies and/or strategies for the recruitment of business administration majors and the surveying of recent alumni for assessment and/or placement information.
- b. Continuously evaluate the Management Department curriculum in light of accreditation standards, national and regional curricular trends, and placement needs. Initiate curriculum proposals that further departmental, college and university objectives.
- c. Receive, evaluate and act upon all management department curriculum proposals.
- d. Recommend curriculum proposals to the department.
- e. Consider, evaluate and respond to external curriculum initiatives that could impact the Management Department's curriculum. Make recommendations to the department as needed.

G. Assessment Committee

1. Membership

- a. The Management Department Planning and Curriculum Committee will consist of at least three department members, representing as many functional areas as possible.
- b. Committee membership shall be for one year, beginning with the fall semester.

2. Responsibilities

- a. Evaluate the Management Department curriculum in light of accreditation standards, national and regional curricular trends, and placement needs. Initiate assessment proposals that will make continuous improvement of content as well as delivery of the curricula.
- b. Recommend assessment proposals to the department which will result in quality assessment of the curricula.
- c. Assist the department chair in the development and completion of assessment reports that might be required by the department, college or the university.

H. Ad Hoc Search and Screen Committee

1. Membership

- a. The Management Department shall create a Search and Screen Committee to fill vacancies within the department.
- b. A Management Department Search and Screen Committee shall include at least three members of the department, with at least one of these representing the functional area being searched.
- c. The Search and Screen Committee should attempt to reflect diversity by gender, nationality and/or minority status. If this is not possible, the Department Chair, in consultation with the Dean and the Affirmative Action Office, may solicit Committee members from outside the Management Department to achieve a diverse committee.

2. **Responsibilities**
 - a. The Search and Screen Committee shall consult with the UW-L Affirmative Action Office to insure compliance with all federal and state equal opportunity employment and affirmative action laws and regulations, as well as UW-L Affirmative Action requirements.
 - b. The committee shall draft and disseminate the position announcement regionally, nationally and, if appropriate, internationally. The announcement shall include a description of the position, application requirements, and the deadline for submitted applications.
 - c. The Committee shall screen all submitted applications to identify a pool of qualified candidates. After consultation with the Dean and the Affirmative Action Office, one or more candidates shall be invited to interview on campus.

ARTICLE V: Merit Evaluation

A. Introduction: The department guidelines are for use with the annual merit review of faculty by the department merit committee. The guidelines comprise three sections.

1. Teaching

- a. **S.E.I. evaluation**
- b. **Peer review of instruction**

2. Research

3. Service

Each section has individual guidelines which should be followed for material submitted to the committee. The format for the merit report is on the common/mgt file and this can be used for the compilation of merit material.

B. Eligibility and Timeline: All tenure-track and tenured faculty may participate in the annual merit evaluation. Merit is determined on an academic year basis, from June 1 to May 31.

C. Form and Guidelines: The Merit Evaluation Form appears below in Appendix B, accompanied by explanatory guidelines. See Appendix 1 for a complete form without explanation.

Article VI: Retention (Tenure)

The following bylaws as they relate to promotion, renewal, and tenure were adopted by the tenured members of the Department of Management in accordance with the University of Wisconsin-La Crosse Faculty Handbook and the Faculty Personnel Rules. The bylaws establish procedures and criteria for promotion, renewal, and tenure.

A. Promotion, Renewal, and Tenure (Committee)

- 1. Membership:** The Promotion, Renewal, and Tenure Committee (PRT) shall consist of the tenured faculty in the Department of Management.
- 2. Duties:** The PRT Committee will be responsible for the evaluation of Department of Management faculty for promotion and tenure consideration, and the evaluation of probationary faculty for renewal (retention) purposes. Such a review shall be consistent with department bylaws and in accordance with the University of Wisconsin-La Crosse Faculty Handbook and the Faculty Personnel Rules and shall be based on the following activities: teaching, research and related scholarly activity and service.
- 3. Chairperson:** The PRT Committee shall elect its chair at its first meeting of the academic year by a simple majority of the committee members voting. The term of office shall be one academic year. The PRT Committee chairperson shall be the official and sole spokesperson for the committee.
- 4. Voting:** A two-thirds majority of the tenured members of the department shall be required on renewal and tenure decisions. Tenured faculty not present at meeting for the consideration of faculty for promotion, renewal, or tenure shall have the right to vote by proxy.

- B. Procedures for Renewal of Probationary Appointments and Granting of Tenure:** In accordance with UWL 3.05 (Periodic Review), the department chair shall give written notice to faculty in the renewal and tenure decision year at least 20 days before the PRT review. This notice shall inform the faculty member of the date of the review, the appropriate form for reporting his/her performance in the review areas for the time period under review, and the date by which the required information should be completed and submitted.

1. The PRT chair shall communicate to the faculty information regarding the schedule for the review. Candidates may attend this meeting and present oral testimony in support of their candidacy.
2. The faculty member under review shall make available to the PRT Committee Chair the following information:
 - a. A completed copy of the Department of Management Merit Evaluation Form for the most recent year. Exception: For tenure review, information provided shall include all relevant activities as a UW-La Crosse faculty member. The department chair will supply copies of the Merit Evaluation Form to faculty members.
 - b. Copies of relevant published research and/or relevant documents must accompany the merit evaluation form.
 - c. A professional development plan that outlines any efforts to improve, or initiatives in the areas of teaching, research and service for the next three years. This plan should include a three-year research agenda, updated annually to reflect accomplishments, as well as changes from the previous year's plan. Each year's plan is subject to review and modification by the candidate, in consultation with the PRT committee. [Approved by PRT Committee, on February 28, 1998].
 - d. A vitae that covers the period from date of hire at UW-La Crosse to the time of retention/tenure review. This vitae should employ subject headings consistent with the Department of management merit form headings for research and service. Special attention should be given to the provision of service information that may not normally be included in a vitae. [Approved by PRT Committee, on November 22, 1996].
3. The department chair shall provide the chairperson of the PRT Committee with the following information for each renewal (tenure) candidate:
 - a. Student evaluations for each semester of teaching at UW-La Crosse. Information provided must include the fractional median for items 2-24 of the student evaluation questionnaire, the department fractional median for items 2-24, and the composite results on individual items 2-24, and the ranking of the faculty in the department on these respective items.
 - b. Grade distribution for each semester at UW-L.

- c. The detailed results of the merit evaluation process (merit point allocations by category) for each year in which the candidate was evaluated for merit purposes.
 - d. Peer evaluation of teaching and any other information which could have a bearing on the evaluation of the faculty member.
- 4. The PRT members shall vote by signed ballot on a motion to recommend renewal of probationary appointment (tenure) after fair and full consideration to all relevant materials submitted by the candidate or on behalf of the candidate.
 - 5. Renewal (tenure) requires a two-thirds majority vote.
 - 6. The PRT Committee chair shall assign a member of the committee to draft a letter recommending renewal (tenure) or non-renewal (non-tenure) which shall include the outcome of the vote. For probationary faculty who are renewed, the PRT Committee shall provide a list of required improvements in a separate letter of improvement to the candidate. A copy of the letter of improvement shall be retained by the department.
 - 7. Within 14 days after completion of the review of a faculty member, a written report of the results of the review shall be given to the faculty member. Results shall be reported for each of the review areas. [UWS 3.06(3)(b)]
 - 8. In the event of non-renewal, a list of the reasons for non-renewal shall be drafted and held by the PRT Committee and is not transmitted to the renewal (tenure) candidate. Likewise, the list of reasons is not made a part of the candidate's personnel file unless the candidate requests the reasons for non-renewal (tenure).
 - 9. A faculty member denied recommendation for renewal (tenure) may file a written request with the PRT Committee Chairperson asking for the reasons for not granting the recommendation.

C. Evaluation Criteria:

- 1. The renewal (tenure) decisions by the committee shall be regarded as a peer judgment of future performance. The judgment each committee member must make is whether the renewal (tenure) candidate will be actively academically engaged in the future to warrant renewal (tenure). Consequently, in making a renewal (tenure) decision, the committee shall consider all things that have a bearing on the potential of the renewal (tenure) candidate.

2. The committee will review performance levels for renewal (tenure) candidates in the areas of Teaching, Research and prior to the renewal (tenure) decision. While unsatisfactory performance in any given area of review is unlikely to lead to a favorable renewal (tenure) decision, performance levels above a given minimum do not guarantee a favorable renewal (tenure) decision. Considerations that will guide committee members in their deliberations of candidate performance within these three areas are presented below.
 - a. **Teaching** –Teaching will be evaluated as a matter of peer review, in which SEI scores will play but one part among many in evaluating a probationary faculty member’s teaching effectiveness. Along with consideration of student evaluation scores (SEI scores)—their values, their trends, and their variations, individually and comparatively within the department—other areas to be considered in an effective peer review include, but are not limited to:
 1. Most recent merit peer review
 2. Curriculum and course development
 3. Quality of syllabi, exams and assignments
 4. Innovative approaches to instruction
 5. Alignment between course objectives, teaching pedagogy and documented outcomes
 6. Teaching workload and course variety
 7. Maintenance of academic standards and integrity
 8. Preparation of materials employing various media for instructional use
 9. Grade distributions
 10. Student advising and counseling
 11. Supervision of student research and internships
 12. Attendance at workshops and seminars on teaching effectiveness
 13. Improvement of instruction grant application and funding
 - b. **Research** – The candidate meets the CBA scholarly productivity guidelines (see Appendix 2) and has demonstrated an ongoing and credible commitment to scholarly research. The candidate initiates and maintains an active research program and asks research questions not only worthy of the field but also relevant to classroom instruction.

For faculty hired ABD, the primary goal should be to complete the dissertation. This goal should be accomplished during the first academic year. Failure to complete the dissertation during the first academic year may give rise to serious doubts as to the ability of

13. Improvement of instruction grant application and funding

b. Research

1. Research grant applications and funding
2. Articles, books, and book reviews submitted and/or accepted by refereed and/or non-refereed journals
3. Working papers and research in progress
4. Papers presented at professional programs

c. Professional and Public Service

1. Membership in professional organizations
2. Attendance at professional conferences
3. Participation as discussant or chair at professional conferences
4. Attendance at institutes and seminars
5. Honors and Awards
6. Speeches and workshops conducted
7. Consulting
8. Membership and offices held in community organizations
9. Participation in University Outreach Programs

d. Contribution to the University

1. Faculty Senate
2. Faculty Senate and Other University Committees
3. Department Committees
4. College Committees
5. Department offices held
6. Advisor to campus groups
7. Building library resources
8. Other services to university programs

e. Other Criteria

1. The Committee shall also review renewal and required improvements letters from previous years.

Article VII: Department of Management Rules for Promotion

A. Overview

1. The initial review for faculty eligible for promotion will be conducted by the Department's Promotion, Renewal, and Tenure (PRT) Committee.
2. The promotion procedure and evaluation criteria for promotion (outlined below) are to be consistent with UW-L and UW-System policies and guidelines. If changes in those policies necessitate changes in any aspect(s) of this procedure or these criteria, the remainder of these Departmental rules will continue to be in effect.
3. The review procedures are very similar to the review procedures for granting tenure as outlined in (2) and (3) above. Thus, these sections may be consulted for additional guidance.

B. Procedure

1. The Department Chair will give written notice to those eligible for promotion (according to UW-System and UW-L guidelines) of their eligibility and requesting a written response, indicating whether or not they wish to seek promotion that academic year. The written notice shall be given at least 20 days prior to the PRT review meeting and shall inform the candidate of the appropriate format to report his/her performance for promotion, as well as the date by which this information must be submitted to the department PRT Committee. The written faculty response (and any supporting documentation for those seeking promotion—see below) must be given at least seven (7) days prior to the review.
2. The faculty member seeking promotion shall provide the chair of the PRT Committee the following information:
 - a. A completed copy of the UW-L Faculty Promotion Evaluation Report (excluding any portions of the Report to be completed by the Department Chair or Promotion (PRT) Committee). This Report is normally available in the management Department office when released by the Vice-Chancellor's Office.
 - b. A Curriculum Vitae.
 - c. Copies of any research that the faculty member wishes to be considered.
 - d. Any other materials that the faculty member wishes to be considered by the Committee
 - e. Any other relevant material requested by the Committee.
3. The Department Chair will provide the Chair of the PRT Committee with the following information for each candidate for promotion:

- a. Results of the merit evaluation process.
 - b. Student evaluation for the last six semesters of teaching at UW-L (see tenure guidelines, above, for additional details)
 - c. Course syllabi from the Department Course Syllabi File
 - d. The portion of the UW-L Promotion Candidate Evaluation Form that is “to be completed by the Department Chair.”
 - e. Any other relevant information requested by the committee.
4. After consideration of the relevant information, the committee shall vote by signed ballot on a motion to recommend promotion. Promotion requires a simple majority. A tie vote, therefore, shall result in a failure to recommend promotion.
 5. For candidates receiving a favorable committee recommendation, the PRT Committee Chair will assign a member of the committee to complete a draft of the portion of the UW-L Promotion Candidate Evaluation Form that is “to be completed by the Department Promotion Committee.” The Department PRT Committee will review the draft, and, if necessary, make changes. The goal should be to highlight the recommended candidate’s strengths. If the Department Promotion Committee is not required to complete a portion of the UW-L Promotion Candidate Evaluation Form, then the Chair of the PRT Committee shall appoint a committee member to write a draft of a letter to the appropriate UW-L committee. This letter will describe the candidate’s strengths in the areas of teaching, research, and professional service. The Committee will review the letter to make appropriate changes. The goal of the letter should be to highlight the recommended candidate’s strengths.
 6. For candidates receiving an unfavorable committee recommendation, the PRT Committee Chair will complete a draft of a letter to the candidate stating the outcome of the vote, giving reasons for the committee decision. The letter will also recommend actions the candidate might take to enhance his or her chances for a favorable decision in the future. The committee will review this draft and make appropriate changes. The goal should be to encourage excellent performance from faculty members so they may receive favorable promotion recommendations in the future.
 7. Each faculty member seeking promotion for each level will be ranked within grade by the PRT Committee.

8. The ranking(s) and recommendations will be forwarded to the Department Chair with a letter informing the Chair of the order and the justification for the order. The Department Chair will schedule a departmental meeting to vote on the PRT recommendations. A simple majority of the department is needed to endorse the PRT recommendations (and rankings) in order for them to be approved at the Departmental level.
9. Candidates have the right to appear before the PRT Committee on their own behalf and to speak to the Department on their own behalf.
10. Candidates for promotion will not be allowed to participate in committee action, regarding candidates at that rank.
11. The list and ranking(s) of candidates (with files of accompanying documentation) will be forwarded to the Dean's office.
 - a. The PRT Committee and Department proceedings will open to all who inquire.

C. Evaluation Criteria

1. Faculty are eligible to be promoted from the rank of Assistant Professor to Associate Professor or from the rank of Associate Professor to [full] Professor. Eligibility requirements are determined by the Department as well as by UW-System and UW-L. Other criteria for eligibility and categories of promotion may also be determined by UW-L and UW-System.
2. Department eligibility requirements for promotion from Assistant Professor to Associate Professor are as follows:
 - a. Teaching—The same evaluation criteria as used for retention (tenure) also apply here (see VII.C.2.a, above).
 - b. Research—The faculty must meet the CBA Faculty Research Productivity Guidelines at the time the PRT Committee considers the faculty member's file.
 - c. Professional and Public Service—At least five from among the following: attendance at professional meetings (workshops, seminars, etc.), discussion of papers at professional meetings, and/or public service activities in a professional capacity [e.g., presentations or assignments with the Bureau of Business and Economic Research

(BBER) or the Small Business Development Center (SBDC)].

- d. Department, College, University and UW-System Service—membership for a total of at least 75% of the semesters they have been in service at UW-L from among any of the following: Standing committees, significant ad hoc committees, and/or UW-L Faculty Senate.
3. Department eligibility requirements for promotion from Associate Professor to [full] Professor are as follows:
 1. Teaching—The same evaluation criteria as used for retention (tenure) also apply here (see VII.C.2.a, above).
 2. Research—The faculty must meet the CBA Faculty Research Productivity Guidelines at the time the PRT Committee considers the faculty member’s file.
 3. Professional and Public Service—Beginning with the date of hire or the date of promotion to Associate Professor, the candidate should have at least ten from among the following: attendance at professional meetings (workshops, seminars, etc.), discussion of papers at professional meetings, and/or public service activities in a professional capacity [e.g., (presentations or assignments with the Bureau of Business and Economic Research (BBER) or the Small Business Development Center (SBDC))].
 4. Department, College, University and UW-System Service—membership for a total of at least 75% of the semesters that they have been in service at UW-L from among any of the following: Standing committees, significant ad hoc committees, and/or UW-L Faculty Senate.
 4. Satisfaction of the minimum performance levels does not guarantee a favorable promotion recommendation. Once a faculty member has met the minimum criteria in each area, the committee encourages promotion candidates to emphasize those areas in which their greatest interests or strengths lie and to encourage high quality work within those areas. However, in evaluating a faculty member’s performance in excess of the minimum levels, the PRT Committee will weigh the four areas approximately as follows:
 1. Teaching – 40%
 2. Research – 40%

3. Service – 20%

This weighting scheme is a statement of values adopted by the PRT Committee and may or may not be identical to the values of the appropriate UW-L Committee. In addition, the Department PRT Committee expects a candidate to excel in either (a) teaching of (b) research or (c) both.

ARTICLE VIII: Post-Tenure Review of Faculty

The purpose of this policy is to describe objectives, philosophy, and procedures of the Department of Management's Post-Tenure Review system, to be administered by a Post-Tenure Review Committee.

A. Objectives

1. The purpose of a departmental Post-Tenure Review Committee (PTRC) is to review tenured department faculty members in order to:
 - (a) identify current strengths and weaknesses with regard to teaching, research, and service;
 - (b) identify areas of future improvement with regard to teaching, research, and service;
 - (c) encourage tenured faculty to maintain productivity levels commensurate with departmental expectations for achieving tenure and/or promotion;
 - (d) offer direction and guidance regarding recommendations for future improvement; and
 - (e) encourage relevant administrators to approve (and, if necessary, fund) appropriate activities recommended by the PTRC.
2. The purpose of the Post-Tenure Review system is developmental, not evaluative; nothing from this system may be used to punish faculty members in any way. Thus, nothing from the PTRC review may be used by any departmental committee or administrator for recommending or determining pay, promotions, or discipline, as these are the jurisdiction of other departmental and university committees. Similarly, nothing from the PTRC's review may be used to remove tenure status from any faculty member, determine which faculty member(s) will be laid off,

abolish any faculty member's position, or contribute in any way to the abolition or denigration of the tenure system.

B. Philosophy

The Department of Management Post-Tenure Review Committee will seek to administer a fair procedure. According to Lind and Tyler (1988) and Leventhal (1980; also see Leventhal, Karuza, & Fry, 1980), a fair procedure meets all of the following criteria:

1. Decision Makers

- a. Selection of the Decision Makers. Those who make the decisions must be fairly selected and should be accepted by the parties.
- b. Representativeness. All important concerns and interests of subgroups should be represented in the process.

2. Participation

- a. Consistency. For a procedure to be fair, it should be applied consistently across persons across time.
- b. Voice. The participants of the procedure must have an opportunity to present information on their own behalf.

3. Making Decisions

- a. Defining the Criteria for Making Decisions. The criteria used in making decisions should be fair, explained in advance to those being evaluated, and consistent with organizational goals.
- b. Bias Suppression. Decision makers should make decisions based on the specific issues and facts presented to them, not based on prior beliefs or the decision makers' individual self-interests.
- c. Accuracy of Information. A fair procedure uses accurate information and well-informed opinion.
- d. Ethicality. Procedural fairness depends on the extent to which a procedure follows high standards of ethical behavior (e.g., avoiding deception or invasion of privacy).

4. Appeals

- a. Correctability. If erroneous decisions are made or improper procedures are used in reaching decisions, then there should be specific procedures for correcting those decisions and procedures, including appeals to those with higher authority.

5. Revision

- a. Mechanisms for Change. There should be some pre-specified method for changing or suspending the procedure, if necessary. These five broad criteria serve as the basis for the procedures of this document.

C. Procedures

1. Selection of the Decision-Makers

- a. The Management Department Post-Tenure Review Committee will consist of three tenured members of the department, who will be selected annually by the Department, using the same procedures used for selection of members of other committees, subject to the limitations below.
- b. To be eligible for membership on the PTRC, a department member must also meet the following criteria:
 - (1) Teaching - the department member must meet ONE of the following criteria:
 - (a) the member's fractional median for Student Evaluation of Instruction (SEI) items 4-24 must be above the department average for at least three of the previous six semesters (or at least half of the semesters taught, if at UW-L less than six semesters);
 - (b) the member's fractional median for SEI items 4-24 must be above 4.00 for at least three of the previous six semesters (or at least half of the semesters taught, if at UW-L less than six semesters);
 - (c) the member must have earned at least 80 out of 100 merit points on the previous year's "Improvement of Instruction" category of the

Departmental Merit Form, as determined by the previous year's Merit Committee.

- (2) Research - the member must meet the College of Business Administration (CBA) Scholarly Productivity Guidelines.
 - (3) Service - during the previous three years the member must have served on at least two professional or university committees. Additionally, the member must have received merit points during at least one of the previous three years for community or professional service.
- c. It is desirable that as many functional areas within the department be represented on the PTRC. Also, if possible, the PTRC should not be comprised of faculty all at the same rank (assistant professor, associate professor, or full professor).
 - d. Faculty members scheduled for review during the upcoming academic year are ineligible to be members of the PTRC for that academic year.
 - e. The Department of Management Chairperson shall be a non-voting member, voting only to break tie votes.

2. Participation

- a. Each faculty member with tenure will be reviewed. This will be done using a rotation list that will be developed by the first PTRC, subject to the following limitations:
 - (1) Individual faculty may not be reviewed until after two years have passed following the date when his/her tenure has become effective.
 - (2) Each faculty member should be reviewed at least once every five years.
 - (3) A member may not be reviewed within two years of a previous review.
 - (4) If a faculty member is on leave during their fifth year, or is on leave during the year in which they were scheduled to be reviewed, that faculty member will be reviewed during the second semester after he/she returns from leave.

- (5) A faculty member who resigns will not be reviewed by the PTRC.
- b. Each September, the PTRC shall provide written notice to all faculty members scheduled for post-tenure review during that academic year. This notice, which must be provided at least 20 days before the PTRC review, shall inform the faculty member of the date of the review, the appropriate format for reporting his/her performance in the review areas for the time period under review, and the date by which the required information should be completed and submitted.
 - c. Faculty normally will be reviewed during spring semester, but may be reviewed earlier if their written request is approved by the PTRC.
 - d. Prior to the review, the committee chair shall ask the Department Academic Department Associate to secure:
 - (1) SEI data for the previous five years, as provided for merit purposes, and
 - (2) relevant departmental merit points for the previous five years. Individual SRI questions may be requested so as to assess strengths and weaknesses in teaching, including possible trends, and to offer suggestions for improvement. This information should be distributed to committee members prior to the meeting. Additionally, each individual committee member is encouraged to arrange with the faculty member under review to visit at least one class prior to the review; however, such visits are optional. A failure to visit a class should not reflect unfavorably upon the faculty member who is being evaluated. Also, as classroom visits are viewed as developmental rather than evaluative, PTRC members are also encouraged to reciprocate by inviting the faculty member being reviewed to visit their classes as well. The committee chair shall ask the Department Chair to provide any additional information that the Department Chair believes is relevant to the committee's work (e.g., positive written comments or written complaints about the faculty member lodged with the department chair), in accordance with UW-L policy. Such information must also be provided to the faculty member under review prior to the review meeting. It should be noted that the

PTRC does not exist to resolve specific complaints; however, written complaints about a faculty member may suggest an area for future improvement.

- e. Faculty members under review have the right to and are expected to submit any documentation they believe is relevant and appropriate for the review (e.g., developmental efforts since the last review; photocopies of recent research). Faculty are encouraged to submit a brief narrative describing their teaching, research, and service activities and how these have developed or shown improvement. Faculty also are encouraged to submit their own plan for how they intend to improve in the areas of teaching, research, and service with their five-year objectives in each area (called a "Faculty Development Plan"). Any documentation should be submitted at least one week prior to the committee meeting.
 - f. Faculty members under review should attend the PTRC meeting. They have the right to speak at the meeting, call witnesses to speak, have observers present, and to present additional information relevant to their review. Again, it should be stressed that the purpose of the review is formative and not evaluative.
 - g. These meetings may go into closed session; consistent with university rules and policies and Wisconsin law.
3. Criteria for Decision-Making
- a. The PTRC members shall use the following information as input for decision making:
 - (1) SEI scores, including individual SEI items, for the previous five years, provided by the department chair.
 - (2) Merit points for the previous five years, provided by the department chair.
 - (3) Additional documentation provided by the faculty member.
 - (4) The faculty member's summary of their previous development efforts, describing how teaching, research, and service have changed and their proposed Development Plan.

- (5) Any notes taken during observation of the faculty member's teaching by committee members (optional).
 - (6) Any additional information provided by the department chair.
- b. The committee shall assess:
- (1) The faculty member's strengths.
 - (2) The faculty member's weaknesses.
 - (3) How the faculty member compares to the teaching, research, and service standards articulated in the Department PRT By-laws for achieving tenure and promotion to their current rank.
- c. If the committee chooses to rank or give weight to their suggestions for improvement, this should be done in a manner consistent with the weighing of teaching, research, and service, as contained in the Department of Management merit procedures.
- d. The output produced by the committee shall include:
- (1) Within 14 days after completion of the review of a faculty member, a written report of the results of the review shall be given to the faculty member. These results should report the answers to the questions identified in 3(b) above. This report is developmental in focus and is confidential, to be known only to current PTRC members, the evaluated faculty member, and the Department of Management Chair. One confidential copy should be on file in the Department of Management office for use by future post-tenure review committees.
 - (2) If requested by the faculty member and agreed to by the PTRC, any letters of support to appropriate administrators or committees, urging them to fund the faculty development proposals offered by the individual faculty member (e.g., in his Faculty Development Plan), or to fund various other programs necessary to implement the recommendations of the committee, shall be included in the faculty member's confidential PTRC file.

4. Appeals
 - a. If the faculty member under review disagrees with the recommendations or conclusions of the PRTC, the faculty member may request any of the following:
 - (1) that his/her original Faculty Development Plan be added to the confidential departmental file;
 - (2) that a confidential written response be added to the departmental file; or
 - (3) that the Department of Management Chair arbitrate the matter; the Department Chair is authorized to do so.
 - b. If such arbitration occurs, a confidential written summary of the arbitration hearing and outcome shall be placed with the PRTC file for use by future PTRCs.
 - c. Nothing in this section precludes an appeal to CGAAF or another university committee.
5. Revision and Suspension
 - a. The PRTC may determine its own policies and procedures, except for those specified in these guidelines.
 - b. These guidelines may be modified or suspended by the Department pursuant to the Management Department Bylaws, Article X, Amendment and Suspension of Bylaws.

ARTICLE IX

Retention and Evaluation of Academic Staff

A. Procedures:

All academic staff must be evaluated on an annual basis as specified in the UWL Staff Handbook. The evaluation shall be done by the department chair.

The academic staff member shall be evaluated in accordance with the applicable parts of the department merit form and will use the same time line

as the rest of the department for submission of materials. A written notification of the evaluation shall be filed with the dean and a copy provided to the academic staff member within 14 days after the evaluation has been completed.

Article X

Appeal Process for the “Final Grade” Changes

A. Procedures

1. The process should start with a formal filing by the student with the department Chair within 4 weeks of regular semester days after viewing the final grade.
2. Student and instructor (instructors in case of team instruction) meet informally to discuss the issues within 2 weeks of filing an appeal.
3.
 - a. If the student and the instructor reach an agreement, the assigned grade is changed by the instructor using L-0355 form.
 - b. If the student and the instructor are unable to reach an agreement, the student files a petition in writing with the Department Chair within 2 weeks of meeting with the instructor. The petition must contain all the supporting documents.
4. Department Chair designates an ad hoc departmental committee of two faculty members, preferably, of the same area of teaching as the instructor, within two weeks of receiving the appeal. The departmental chair also designates a convener. The Chair serves as an ex-officio member who casts a vote in case of a tie.
5. The committee asks the student to present her/his case with the appropriate documentation and portfolio. The instructor presents her/his case to the committee in a separate hearing. The committee may conduct a joint hearing if both the parties agree to such an arrangement. Open Meeting Statutes of the State of Wisconsin will govern all the hearings.
6. The Committee makes a recommendation of the change of grade to the Chair based upon its finding. The Committee should conduct its hearings and meetings in a timely fashion so as to complete formulating its recommendation within 4 weeks of receiving charges from the Chair.
7. The Chair of the Department of Management inform the parties (student and instructor) in writing of the recommendation made by the Committee within 1 week of receiving the recommendation. The final decision made by the Chair of the Department is based upon the Committee’s recommendation and is binding on both parties.

8. The Chair then proceeds to change the grade (if appropriate) on L-0355 within 1 week of communicating to the parties the outcome of the 'grade change' decision.

Amendment to the Process

This grade appeal process can be amended by a simple majority vote of the Department members. However, a six month waiting period will be applied for implementing the changes in the process.

Appendix A

Responsibilities of Departments, Department Members, and Department Chairpersons

On April 14, 1994, the Faculty Senate approved this section as a UW-L Bylaw governing departments and department members. It also appears in the UW-L Staff Handbook.

Faculty are organized on the basis of their disciplines into departments. The faculty carry out the responsibilities of the department through their creative and other contributions in the areas of teaching, scholarship and service.

- A. The primary function of a department is to teach in its discipline(s). The key teaching responsibilities of the department and its members include:
1. Maintaining a faculty collectively expert in the breadth and depth of their disciplines(s).
 2. Keeping abreast of the subject matter of their discipline(s) and incorporating this matter into courses.
 3. Continually assessing courses and curriculum to recommend and implement suitable revisions including consideration of interdisciplinary offerings.
 4. Keeping current on and developing new ways of teaching and learning in the discipline(s), including the use of appropriate technology.
 5. Reviewing, developing and expanding library holdings to ensure coverage of the discipline.
 6. Continually relating the substance of the discipline(s) to the needs and interests of the general students, the potential specialist, and the community.
 7. Assessing the effectiveness of departmental instruction.
- B. The department is responsible for promoting scholarship and creative activities. Scholarship responsibilities of the department and its members include:
1. Making contributions of scholarly and other creative activities in the discipline(s).
 2. Providing the opportunity for and supervising the scholarly activities of undergraduate and graduate students.

- C. The department is responsible for promoting the continued professional growth and development of its members by encouraging their participation in sabbatical leaves, developmental leaves, conferences, professional workshops and other similar programs.
- D. The department is responsible for utilizing the expertise and interest of its members to provide professional service. Service responsibilities of the department and its members include:
1. Contributing to the university through participation in faculty governance or other university service.
 2. Actively participating in the functions of the department.
 3. Contributing to and participating in professional organizations.
 4. Utilizing their professional expertise and interest through participation in community and other organizations.
- E. The department is responsible for advising students and providing students opportunities to develop and grow outside the environs of the classroom. The department and its members are responsible for:
1. Providing advising on academic program requirements and presenting the array of available career opportunities.
 2. Affording the student the opportunity to learn outside the classroom, through internships, cooperative agreements and other mechanisms (such as visiting scholars programs).
 3. Encouraging and advising organizations for majors and other students interested in the discipline.
- F. The department is responsible for providing an internal governance structure in which the functions of the department can take place. The department and its members are responsible for the following:
1. Establishing departmental bylaws that define the responsibilities of the department members and the chairperson in accordance with the UW-System and WU-L policies.
 2. Selecting the department chairperson (according to UW-L guidelines). The department delegates authority to the chairperson consistent with Section H of this bylaw and consults with the chairperson on department matters.

3. Working with its chairperson, through regular department meetings and committee assignments, to formulate and carry out policy.
- G. The department is responsible for making personnel decisions.
1. The department shall establish personnel bylaws.
 2. These bylaws shall specify requirements for retention, tenure, promotion, tenured faculty review and development, and the distribution of funds allocated in the department for salary adjustments or summer salaries. These bylaws shall comply with UW-System and UW-L Faculty Personnel Rules.
 3. The department shall make these bylaws available to its members. Notification of any changes in bylaws must be provided to all members within 14 days.
- H. The Chairperson is generally responsible for ensuring that the policies and procedures of the department are carried out in accordance with the departmental bylaws and that the department and its members are fulfilling the responsibilities described in “A” through “G” above. The Chairperson shall assume a prominent role in creating a professional environment conducive to high morale and productivity in the department. Specific department functions supervised or performed by the chairperson include:
1. Registration and Scheduling
 - a. Developing semester and summer session class schedules in consultation with the faculty.
 - b. Monitoring registration and assessing the need to add or cancel classes.
 2. Curriculum
 - a. Implementing the authorized curriculum; initiating discussion of curricular issues; developing proposals for new or revised courses, special projects, grant proposals, curriculum changes; arranging for textbook selection; and participating in the presentation of departmental proposals before the appropriate committees.
 - b. Receiving and responding to concerns about curriculum and acting on substitution and waiver requests brought by students and others.
 3. Budget, Textbooks, Equipment and Facilities

- a. Preparing the annual departmental budget for travel, services, supplies and equipment; ordering all budgeted items; and managing expenditures in accordance with the budget plan.
 - b. Making recommendations for textbook and library budgets and other budgets as requested.
 - c. Reporting textbook choices to the Textbook Rental Services in timely fashion.
4. Meetings and Committees
- a. Establishing a schedule of departmental meetings and presiding at same.
 - b. Ensuring that departmental committees are meeting to fulfill their responsibilities.
 - c. Attending meetings of appropriate departmental, college and university committees.
 - d. Designating or recommending department members to serve on committees as requested.
 - e. Arranging for representation and participation of the department at professional meetings and placement centers as appropriate.
 - f. Serving on committees as requested.
5. Personnel
- a. Conveying to the appropriate administrative officer the personnel needs of the department for faculty and academic staff, graduate assistants, classified staff and student help.
 - b. Monitoring all departmental search and screen activities for compliance with UW-L Affirmative Action hiring procedures.
 - c. Describing and publicizing faculty and academic staff vacancies and corresponding with applicants and placement agencies; scheduling and participating in interviews; making recommendations to the appropriate administrative officer regarding hiring; and providing orientation for new members regarding departmental policies and procedures, departmental

expectations for faculty and academic staff, and faculty and academic staff responsibilities.

- d. Arranging for the required evaluations of faculty and academic staff; scheduling student evaluation of department members; monitoring department personnel committees with regard to conformance with UW-System, and UW-L department procedures; and informing individual members of any recommendations regarding them.
 - e. Describing and publicizing graduate assistantship positions; making recommendations to the appropriate administrative officer regarding hiring of graduate assistants; providing orientation and assignment for graduate assistants; and participating in the evaluation of graduate assistants.
 - f. Arranging for the selection, hiring, training, overseeing, and evaluation of classified staff and student help.
 - g. Recommending summer school appointments to the appropriate administrative officer within university, college and departmental guidelines.
 - h. Ensuring the continuation of classes during prolonged faculty absences.
6. Students
- a. Receiving and responding to student questions, concerns, and complaints regarding courses, curriculum requirements, faculty and grades.
 - b. Coordinating advising activities for the department.
7. Teaching
- a. Teaching a reduced load in the department in accordance with UW-L Law IXB (see the Staff Handbook).
8. Other Responsibilities
- a. Responding to inquiries from the university, the UW-System, and external accrediting agencies regarding department programs.

- b. Conferring, as needed, with other chairpersons in the university and with other departments of the same discipline in the system and area.
- c. Corresponding with prospective students, teachers, and the general public on their inquiries.

Appendix B

DEPARTMENT OF MANAGEMENT MERIT GUIDELINES

The department guidelines are for use with the annual merit review of faculty by the department merit committee. The guidelines comprise three sections.

1. Teaching a. S.E.I. evaluation
 b. Peer review of instruction
2. Research
3. Service

Each section has individual guidelines which should be followed for material submitted to the committee. The format for the merit reports is on the common/mgt file and this can be used for the compilation of merit material. Alternatively a hard copy of the forms are attached.

**DEPARTMENT OF MANAGEMENT
MERIT EVALUATION
CALENDAR YEAR 1993**

I. TEACHING AND INSTRUCTIONAL IMPROVEMENT

A. SEI COMPUTATION (Use the Wehrs' Formula)

For purposes of assigning merit points, the average of items 4 through 24 from the Department of Management Student Evaluation Form will be used.

<u>SEI Average</u>	<u>Merit Points</u>
2.00 and below	No points
2.01 to 4.00	Round $[1.5 \times 100 \times (\text{Average} - 2.00)]$
4.01 and above	300

For new and/or returning faculty who may have only one semester SEI score in the Department, the one semester SEI score will count as the yearly average for the calculation of merit points.

Points:

B. PEER EVALUATION OF INSTRUCTION

(Follow instructions from Guidelines and list attachments/documentation.)

Guidelines for Peer Evaluation of Instruction

Background: Peer evaluation is a part of the teaching evaluation process required by UW-L faculty rules. This peer evaluation system currently constitutes 100 out of the 400 points allocated to the evaluation of teaching. The remaining 300 points are awarded on the basis of SEI (Student Evaluation of Instruction) scores. The Management Department introduced a preliminary peer evaluation system in 1991. For calendar year 1993, the following guidelines should be used.

The committee believes that a constructive peer evaluation system should promote the following:

1. Self Evaluation: To encourage faculty to reflect on their teaching philosophy and specific teaching objectives. Faculty are also encouraged to establish a connection between their philosophy/objectives, their teaching, and student achievement.

2. Faculty Instructional Development: To encourage faculty to continually develop skills in the area of teaching.

3. Cooperative Instructional Environment: To implement a system of evaluation which will foster cooperative behavior and the interchange of ideas with respect to faculty teaching and student learning.

4. Instructional Objectives: To encourage the implementation of college and department instructional objectives.

5. Instructional Materials: To encourage development, evaluation, and distribution of quality instructional materials.

Guidelines

In order to address the components identified above, the Merit Committee recommends the following guidelines be followed by faculty in conducting their teaching activities and in documenting them for consideration by the Merit Committee.

[Additional background to peer evaluation of instruction and examples of items listed below will be extracted from Peter Seldin's book on the Teaching Portfolio and a paper by Bill Cerbin "How to Improve Teaching with Learning-Centered Evaluation." Copies of these extracts are available from the Department Chair. A department workshop will be held annually to acquaint new (and continuing) faculty with Peer Review documentation.]

1. Self Evaluation

The committee recognizes that while instructors have diverse and individual styles of teaching and that this diversity should be encouraged and is of value to students, not all styles of instruction are equally effective in terms of student learning. Consequently, meaningful self evaluation of a faculty member's teaching style requires systematic examination of evidence regarding student learning outcomes.

A) Definition of Teaching Objectives -- Faculty should provide a comprehensive statement of instructional objectives for each class detailing what they are trying to accomplish in the classroom. These objectives should appear in the syllabus and may be stated at varying levels of specificity; from broad views of teaching philosophy, to very specific learning outcomes. In defining specific objectives, it is most desirable to phrase them in terms of intended outcome behaviors to be exhibited by students in the context of specific classroom practices and assignments.

B) Self-assessment of effectiveness -- Faculty should submit documentation of student achievement. In particular, such documentation should include evidence of student accomplishment with respect to specific objectives of the instructor.

2. *Faculty Instructional Development*

Efforts directed towards faculty instructional development includes but is not limited to:

- *Off-campus workshops or meetings you have attended for the purpose of improvement of instruction. Provide documentation and explain how these have helped you improve instruction in the context of changes in your course expectations, requirements or assignments.*
- *Attendance at conferences may also be documented under this section if the faculty member feels that this attendance resulted in new ideas or approaches that were implemented in courses taught.*
- *The faculty member can also provide information concerning the implementation of ideas from publications relevant to classroom instruction and student learning.*

3. *Cooperative Instructional Environment*

One goal of peer evaluation of instruction is to foster a cooperative instructional environment. This cooperative environment includes but is not limited to:

- *Active participation in on campus seminars to exchange ideas, discuss instruction and learning and present informal or formal papers in these areas. Documentation of active participation can be provided for peer evaluation purposes.*
- *Sharing ideas about instructional strategies and classroom assignments with colleagues. Documentation could be provided for examples of ideas, assignments, simulations, etc. that have been discussed with colleagues and integrated into classes or curriculum.*
- *Team teaching of classes either within the department or outside the department.*
- *Sharing instructor's expertise in specific areas of content or instructional strategies outside the instructor's own classroom, e.g. guest speaker in other classes, student associations, teaching forums, etc.*
- *Working with colleagues to develop peer evaluation of student work and course improvement.*
- *Faculty who would like assistance in developing instruction skills are encouraged to meet with a mentor. Experienced teaching faculty who would be willing to act as a mentor should notify the department chair. Faculty participating in this process as either a mentor or the individual receiving mentoring, should provide documentation of this for the Merit Committee.*

Activities can be at the departmental, college or university level and documentation should be provided of participation in improving the cooperative climate of instruction.

4. *Instructional Objectives*

Faculty should provide documentation of the extent to which they have addressed college/department instructional goals in their teaching. These goal statements are made available each year and should be carefully reviewed by faculty. This documentation should include a discussion of how these have been implemented as well as evidence assessing the effectiveness of the implementation. College and departmental goals may change and all goals may not necessarily apply to each individual class. If instructors feel individual goals may not apply to one or more of their classes, they should provide an explanation of this lack of applicability. As subject matter experts, instructors are in the best position to make such a judgment.

5. *Instructional Materials*

Faculty should provide documentation regarding activities they have undertaken to develop instructional materials whose quality and content have been assessed by fellow professionals. Such activities could include improvement of instruction grants applied for and funded via the UWL Faculty Development Committee, the UW system, or outside funding sources. They could also include journal articles and papers presented at professional meetings that document new and novel instructional materials, as well as the traditional outputs of instructional material development process; textbooks, workbooks, study guides, books of readings, cases, etc. Points earned under this category may be in addition to those earned under the research/publication category for the same activity.

Assignment of Merit Points

The intention of the peer review component of the merit system is to encourage a cooperative approach to teaching and student achievement which will produce a climate of instructional excellence in the Department of Management. The Merit Committee will assess the documentation provided by faculty in the broad categories stated, and award merit points using a criterion rather than peer-referenced approach.

In awarding points based on faculty documentation, the following maximums will be observed. Actual point awards within these bounds are based on the judgment of the committee in comparing a given faculty member's activities with criteria to be agreed upon by the committee.

Points Category

30	Self Evaluation
20	Faculty Instructional Development
25	Cooperative Environment
15	Instructional Objectives
10	Instructional Materials

100	

If requested, the committee will also make suggestions/recommendations with respect to instructional improvement to the faculty as part of this process.

II. PUBLICATIONS

(Follow instructions from Guidelines and attach all supporting documents.)

- A. REFEREED JOURNAL ARTICLES**
- B. NON-REFEREED JOURNAL ARTICLES**
- C. PUBLISHED TEACHING CASES/NOTES**
- D. NON-PROPRIETARY COMPUTER SOFTWARE/SIMULATION INTENDED FOR ACADEMIC USE**
- E. BOOKS**
- F. CONFERENCE PRESENTATIONS/PROCEEDINGS**
- G. OTHER PUBLICATIONS**

Guidelines for Publications and Research

A. *General Objectives*

1. *To encourage the publication of quality research.*
2. *To encourage publication in refereed journals principally in the area of author's teaching contribution to the department to increase the likelihood that the research is communicated to an audience that is associated with the area of business administration/management.*
3. *To distinguish between the types of research being worked on while at the same time encouraging and rewarding all faculty research efforts.*
4. *To distinguish the merit system from the accreditation process and in so doing enhance the productivity and the image of the department through the merit system.*

B. *Evaluation of Research/Publication*

For merit evaluation purposes, the following types of research as specified by the AACSB will be considered for merit points.

1. *Theoretical or empirical discovery research.*
2. *Applied research.*
3. *Written teaching cases accompanied by an instructor's teaching notes.*
4. *Computer software which is circulated and not totally proprietary.*
5. *Textbooks and other pedagogical writings which extend the boundaries of knowledge.*

C. *Guidelines for Evaluation*

The following guidelines, in accordance with previously stated AACSB specifications, will be used to evaluate publications.

1. *Publication in journals where the content of the article is directly related to the author's area of expertise within the Department of Management are distinguished from publications that have no bearing on courses taught in the department.*

2. *The basis for the award of merit points will be the acceptance rate for the particular journal in which the research publication appeared. Since acceptance rates are generally self-reported, the author will be asked to provide data concerning acceptance rates for their publications.*
3. *Publication of textbooks that are relevant to the study of business administration and possibly monographs in these same areas will be given merit points.*
4. *Completed but unpublished research will **not** be awarded merit points.*
5. *Papers/cases presented at national and regional conferences will be considered for merit purposes. However, to be consistent with the objectives of the College, merit points should be minimal.*
6. *Compensated research will be awarded minimum merit points. This category will include but not be limited to casebooks, exercise books, study guides, instructor's manuals, solution manuals and arbitration awards. It will be up to the author to provide the committee with evidence as to the validity of a claim for merit.*

D. Schedule of Publication Merit Point Awards -- Max. 400 points

If any member of the department does not feel their particular research effort falls within a given category, or there are mitigating circumstances where a designated category is inappropriate, they may petition the committee. However, the burden of proof is on the author and the final authority will be the vote of the department. In this endeavor, each author should provide the committee some evidence as to which category and for how many points they feel the research document/effort should be considered and why.

*1.A. Refereed**

<u>Acceptance Rates</u>	<u>Merit Points</u>	<u>Bonus</u>
0% to ≤20%	150	25
>20% to ≤50%	130	15
Over 50%	100	10
<i>B. Non-refereed</i>	25-35	0

The author is responsible for providing documentation and acceptance rates for **all publications. The bonus is awarded to those articles that are published in Business Administration journals, or in other journals where the*

content of the article is directly related to the author's area of expertise within the department of management.

	<u>Merit Points</u>
2. <i>Published Teaching Cases/Notes</i>	
A. <i>Refereed Journal</i>	75
B. <i>Other Refereed Cases</i>	50
C. <i>Non-referred (i.e., originally published in a textbook)</i>	25
3. <i>Non-proprietary computer software/simulation intended for academic use.</i>	100
4. <i>Books</i>	
A. <i>Scholarly professional books intended for professional/academic audience.</i>	100
B. <i>Academic textbooks</i>	60
C. <i>Original book chapter/monograph</i>	25-35
5. <i>Conference presentations/proceedings (which in any combination may not exceed a total of 50 points)</i>	
A. <i>National/International</i>	35
B. <i>Regional, all poster sessions and exhibits</i>	15
C. <i>All local presentations</i>	5
6. <i>Other publications (The authors will be responsible for justifying the appropriate category, but the points will be awarded at the discretion of the merit committee. However, as explained earlier, this decision can be appealed to the department. (Maximum of 25 points)</i>	
A. <i>Primary (Editor of a publication)</i>	10-25
B. <i>Secondary (Book review in journal,</i>	0-10

previously published proceedings that is accepted as a chapter in an edited book).

- C. *Compensated publications* 0-10
- D. *Incidental (Guest editorial)* 0-5

III. UNIVERSITY COMMUNITY AND PROFESSIONAL SERVICE CONTRIBUTIONS (120 PTS MAXIMUM)

Instructions: List your service contributions in the appropriate category. Attach documentation where appropriate. Do not list activities for which you have already received monetary compensation as they will receive no merit points.

A. UNIVERSITY, COLLEGE AND DEPARTMENT SERVICE (0-120 PTS)

Describe the contributions you have made to the University, College and Department in the prior calendar year. Since university service merit is awarded for each semester on a calendar year basis, provide specific dates of service, e.g., Spring 1993 and Fall 1993 (not simply 1993 or the 1993-94 school year).

Consult Guidelines for the appropriate allocation of points per committee per semester. Each faculty member in the Department of Management is expected to serve on at least two committees each semester. Do not assign points for service contributions that are not listed in the guidelines. The merit committee will do this.

Guidelines for University Service

In recognition that university service involves differential time commitments, more merit points will be awarded for service activities that are more time consuming. Three levels of service activity will be differentiated. These three levels pertain to both types of service activity; those formally undertaken within a committee framework and those that are not. Curriculum development is an example of service activity that may be undertaken outside a committee. Category A typically includes service on committees at any level, standing or ad hoc, that meet two or more times each month, or that average more than 15 hours of meeting time in a given semester. It also includes university service, not on committees, that meet this criteria. Committees that require a greater time commitment in one semester than in the other may properly be listed as Category A service in the more demanding semester. Indicate what you consider to be the appropriate category and a point value for each contribution listed on your form. Attach an explanation to justify any allocation that varies from the list below.

Category A

Service in this category, such as membership on certain committees, is worth 20 points per semester. Chairing the committee is worth an additional 10 points each semester. Membership in Faculty Senate is worth 25 merit points per semester. This list is not exhaustive.

1. *UWL Undergraduate Curriculum Committee.*
2. *UWL Budget Committee.*
3. *UWL Graduate Curriculum Committee.*
4. *CAPS.*
5. *Administrative Appointments Committee.*
6. *Joint Promotions Committee.*
7. *UWL Scholarship Committee (spring semester)*
8. *Management Merit Committee (spring semester).*

Category B

Service in this category is worth 10 points per semester. Serving as a committee chair is worth an additional 5 points each semester. UWL, College and Departmental committees that do not qualify as Category A committees are presumed to fall in this category.

Category C

University service in this category is worth five points. Again the following list is exhaustive. If you believe you have performed similar service, please list it in III. A. for 5 points.

1. *Adviser for a student organization (per semester).*
2. *Supervised an internship (per internship).*
3. *Supervised an independent study project (per student).*

B. COMMUNITY SERVICE (40 PTS MAXIMUM)

Describe below the contributions you made to the community during the past year that required use of your professional skills. Provide specific dates for individual occurrences and inclusive dates for ongoing service contributions. Do not assign merit points, as the merit committee will do this.

C. PROFESSIONAL SERVICE (40 PTS MAXIMUM)

Describe your professional contributions below, as well as any service not previously mentioned that you believe the merit committee should consider in your merit evaluation.

Consult guidelines for the number of points allocated for the listed examples of professional service. For all other contributions, do not assign merit points. The merit committee will do this.

Guidelines for Professional Services

The following list of professional service contributions is suggestive only, not exhaustive. Please list any other professional contributions you believe properly fall in this category. Include an explanation. The committee will determine the appropriate number of merit points to be assigned. Merit points are awarded on an annual, rather than semester basis, for service in this category.

<u><i>Professional Contribution</i></u>	<u><i>Points</i></u>
<i>Ad hoc reviewer for scholarly journal or other refereed publication</i>	
<i>. . . 15</i>	
<i>Editorial board member, refereed journal.</i>	
<i>. . . 15</i>	
<i>Officer/board member, professional society.</i>	
<i>. . . 10</i>	
<i>Committee chair, professional society</i>	
<i>. . . 10</i>	
<i>Committee member, professional society.</i>	
<i>. . . 5</i>	
<i>Session chair, professional conference.</i>	
<i>. . . 5</i>	
<i>Discussant/ad hoc reviewer, professional conference . . . 5</i>	

Name: _____

**DEPARTMENT OF MANAGEMENT
MERIT EVALUATION
YEAR: 1993**

I. TEACHING AND INSTRUCTIONAL IMPROVEMENT

A. SEI COMPUTATION (Use the Wehrs' Formula)

SEI Avg for Q4 to Q24: Points:

I Semester :

II Semester :

Average (Points): ____/300

B. PEER EVALUATION OF INSTRUCTION

(Follow instructions from Guidelines and list attachments/documentation.)

Merit points will be assigned by the merit committee.

Points: _____

TOTAL TEACHING POINTS: ____ POINTS

II. PUBLICATIONS

(Follow instructions from Guidelines and attach all supporting documents.)

A. REFEREED JOURNAL ARTICLES

Merit points: _____ + _____(bonus)= _____ **points**

B. NON-REFEREED JOURNAL ARTICLES

C. PUBLISHED TEACHING CASES/NOTES

D. NON-PROPRIETARY COMPUTER SOFTWARE/SIMULATION INTENDED FOR ACADEMIC USE

E. BOOKS

F. CONFERENCE PRESENTATIONS/PROCEEDINGS

National:

Regional:

Local:

G. OTHER PUBLICATIONS

A. Editor of a publication:

B. Secondary publication:

C. Compensated publications:

D. Incidental:

TOTAL RESEARCH & PUBLICATIONS: _____POINTS

III. UNIVERSITY COMMUNITY AND PROFESSIONAL SERVICE CONTRIBUTIONS (120 PTS MAXIMUM)

A. UNIVERSITY, COLLEGE AND DEPARTMENT SERVICE (0-120 PTS)

Category "A" Committees

Category "B" Committees

Category "C"

**TOTAL UNIVERSITY, COLLEGE,
AND DEPARTMENTAL
SERVICE: _____POINTS**

B. COMMUNITY SERVICE (40 PTS MAXIMUM)

TOTAL COMMUNITY SERVICE _____POINTS

C. PROFESSIONAL SERVICE (40 PTS MAXIMUM)

TOTAL PROFESSIONAL SERVICE _____POINTS

TOTAL SERVICE: _____POINTS

Appendix C
Criteria for Membership
On
Post Tenure Review Committee

1. **Teaching**--the department member must meet ONE of the following criteria:
 - (a) The member's fractional median for Student Evaluation of Instruction (SEI) items 4-24 must be above the department average, or at least 4.0 for at least three of the previous six semesters (or at least half of the semesters taught, if at UW-L less than six semesters);
 - (b) The member must have earned at least 80 out of 100 merit points on the previous year's "Improvement of Instruction" category of the Departmental Merit Form, as determined by the previous year's Merit Committee.
2. **Research**--the member must meet the College of Business Administration (CBA) Scholarly Productivity Guidelines.
3. **Service**--during the previous three years the member must have served on at least two committees from any of the following types of committees: (a) University of Wisconsin System, (b) University, (c) CBA, or (d) Department of Management. Additionally, the member must have received merit points during at least one of the previous three years for community or professional service.