MANAGEMENT DEPARTMENT BYLAWS

Date of last major revision: May 6, 2016.

Date of last minor revision: May 3,   2019

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I. **Department of Management Bylaws:** May 6, 2016.

II. **Organization and Operation**
- A. *Preamble*. These bylaws, adopted by the Management Department on May 6, 2016, in accordance with the University of Wisconsin System and the University of Wisconsin – La Crosse Faculty and Academic Staff Personnel Rules, supersede all previous departmental bylaws currently in effect.
- B. Definitions of Membership and Voting Procedures (refer to Appendix A for full responsibilities of all UW-L departments, department members, and Department Chairpersons).
  - i. All ranked faculty and instructional academic staff in the Management Department shall constitute the Management Department faculty.
  - ii. Ranked faculty
    1. In accordance with the UW-L Articles of Faculty Organization, all persons with tenure or probationary appointments, having the rank of professor, associate professor, assistant professor, or instructor shall constitute the ranked faculty.
    2. Ranked faculty holding a 50% or greater appointment will have full rights and privileges in the Management Department as described herein.
  - iii. Academic staff
    1. Academic staff appointments may be fixed term, probationary, or indefinite.
    2. Full time academic staff have a 100% position appointment for at least two consecutive semesters, whereas part time academic staff have less than 100% position appointment for two consecutive semesters.
    3. Academic staff may be instructional academic staff (IAS, when primary core function is instruction and assessment of students), non-instructional academic staff (when none of their appointment involves instruction), or a combination.
  - iv. Voting procedures
    1. All Management Department faculty shall be equal Voting Members of the department, with noted exceptions:
       - a. Adjunct faculty, full time IAS and part time IAS with at least 50% of their appointment in the Management Department are not eligible to:
         - i. Vote on personnel matters regarding appointments and leaves for which they have conflicting interests (e.g., appointment for new hire to fill that faculty member's current position).
         - ii. To serve on the department merit committee, unless they have been in the department full time for at least one year and their salaries contribute toward the department merit pool.
       - b. Part time academic staff with less than 50% position contract or not contracted for one full academic year are not eligible to:
         - i. take part in department governance
         - ii. vote on matters requiring a department vote

          iii. serve as voting members as department committees

C. Meeting Guidelines
    i. 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.

    ii. Definition of Quorum and Majority: A quorum for Department Meetings shall consist of a majority of the voting members of the Department who are eligible for the given vote. Proxy votes shall not count in determining whether or not a quorum is present. Members who join by teleconference and have heard all deliberations are eligible to vote.

    iii. Voting
        1. **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 either by paper ballot or electronically (e.g., by electronic mail) to the Department Chair or to the appropriate Department committee Chair at least thirty minutes before the publicized commencement time of the meeting at which a vote is scheduled. If a proposed motion is announced at least three days prior to the meeting, then the Committee Chair or Department Chair will afford any faculty member who is on sabbatical or other leave the opportunity to vote by proxy.

        2. **Closed Session Voting:** One of three options is available for handling closed session voting.
            a. Record who voted how.
            b. Used signed ballots and place in sealed envelope.
            c. Post in advance the meeting will go into closed sessions for the deliberations and then return to open meeting status at a specific, pre-determined time, for the vote. The open meeting vote can be a show of hands; only if the observer is physically present at the time of the vote.

III. 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:

    i. To follow the Department's "Master Plan of Course Offerings."

    ii. To attempt to meet both students' needs and the preferences of each Department member; however, students' needs will usually take priority over scheduling preferences of a Department member in the case of a conflict between the two.

    iii. 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.

    iv. 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.

    v. 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:

    i. Ranked Faculty. Ranked 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. Ranked faculty whose scholarly productivity output is below the CBA scholarly productivity guidelines shall be assigned a twelve-credit hour teaching load.

    ii. New Ranked Faculty. Newly appointed ranked 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.

    iii. 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.

    iv. **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 members may, at their option, request that they substitute a full load of

student advising or other acceptable work assignment in lieu of three hours of the fifteen-credit hour teaching load. Such requests should be approved by the Department Chair prior to creating course schedules for the relevant terms.

    v. **Part-time Academic Staff.** Part time Academic Staff shall be assigned less than a fifteen-credit hour teaching load each semester.

D. Summer Session, J-Term, and Overload Appointments

    i. **Call for Interest.** The Chair will put out a call for interest in teaching summer, J-term, and any needed overload courses each year. If teaching positions remain unfilled, the Chair may seek out instructors, first inside and then outside of the department, to teach needed classes.

    ii. **Overload Teaching by Ranked Faculty.** By mutual agreement between the Department Chair and an individual ranked faculty member, such 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.

    iii. **Eligibility and Remuneration for Summer and J-term.** The Department shall determine the criteria and eligibility of Department members for summer/J-term session appointments and the method of remuneration on an annual basis prior to determination of the Department's summer/J-term schedule.

    iv. **Scheduling of Summer Courses and J-term Courses.** Scheduling of Summer Session and J-term (a.k.a. "Winter Session") courses shall be consistent with the criteria set out in Paragraphs A and B of this Article (Article III). In addition, if the supply of faculty wishing to teach exceeds the available courses, then the courses shall be allocated to faculty using the following criteria in order:

        1. Preference will be to comply with any college/university requirements.
        2. Preference will be given to faculty members in reverse order of length of time since last having taught summer, J-term, and/or an overload course.
        3. Preference will be given to the faculty member with seniority.

    v. **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.

IV. Department Policy for Leaves and Travel

    A. Introduction

        The Department shall encourage faculty to seek sabbatical and faculty development leaves, research funding, and international teaching exchanges. The following should serve as procedures and guidelines for sabbaticals, faculty department leaves, faculty exchanges, family and medical leaves, leave without pay, and travel reimbursement.

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

        i. 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.

            Requests:

            1. Shall include information as to how and why the requested leave will benefit the Department, and

            2. 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 of 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.

        ii. 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 International Education and Engagement Office and/or the University's 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.

        iii. 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

    i. Family and Medical Leaves. Eligible faculty 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.

    ii. Leaves Without Pay. Other requests for unpaid leaves that necessitate reassignments of teaching loads and/or the hiring of additional faculty 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 months' notice.

    iii. Formal Approval. A person may apply to take Family & Medical Leave or other forms of leave to which they are entitled under the law or university policy by contacting the Dept. Chair, CBA Dean, and the UW-L Human Resource Department.

    Additional leave or leave that is not an entitlement (e.g., leave without pay) requires department approval. A majority of the voting members of the Department shall determine whether or not to approve an application from a Department faculty member for such leave.

    A majority of the voting members of the Department shall determine whether or not to approve an application from a Department faculty member for leave without pay. A Department faculty member requesting leave shall not vote. Approval shall require the Department faculty member to notify the Department by a specified date whether or not the Department faculty member intends to return to the Department at the conclusion of the leave.

D. Procedures for Travel Reimbursement

    i. Principles. Department members should apply for funds from outside sources when appropriate. International travel should be funded, in part, by international travel grants. Department members should not expect to receive funding for international travel without having applied for an international travel grant. Travel for administrative purposes, such as search and screen, or AACSB affiliated, or assessment related, etc. should be funded by the Deans office. All department members are expected to follow the current University travel guidelines.

ii. **Process.**

1. Each academic year Anticipated Travel Forms should be filled out and presented to the Department Chair by September 15th for each conference the department member would like to attend. Should a department member wish to travel to more than one conference, the faculty member should rank order their requests. The Department Chair will then use the anticipated travel budget and the guidelines below to budget travel for the year. The Chair will then communicate to the department members the requests that can be funded.

2. If travel plans change, faculty members should inform the Chair immediately so that the travel funds may be reallocated to unfunded travel proposals using the guidelines below.

3. A travel authorization form should be completed online prior to travel.

4. A campus absence form (or other form consistent with UW-L and department travel policies) should be filled out one week prior to departure.

5. A Travel Expense Report (TER) (or other form consistent with UW-L travel policies) should be completed promptly upon return from travel. This ensures that the Chair can monitor expenditures relative to the anticipated budget and make necessary adjustments.

iii. **Priorities in allocating travel money.** The first priority for the department travel funds is to fully fund at least one professional conference for each department member. Should the pool of travel funds be nominally oversubscribed based on the first choice of department members the Chair can - at the Chair's discretion – approve travel requests for less than full funding so as to increase the number of department members able to travel to at least one conference. If the pool is more than nominally oversubscribed the Department Chair can distribute funds based on the prioritization below. Once all requesting individuals have at least one conference funded, the remainder of the funds should be distributed based on the prioritization below.

iv. **Priorities for the Chair to weigh, in approximate order of importanc**e.

1. Papers accepted for presentation (for ranked faculty) or professional development needed for professional qualifications (for IAS)
2. Appearance on the conference program as Session Chair, Organizer or Discussant;
3. Untenured ranked faculty;
4. Recent history of success with converting presentations into publications;
5. Longer amounts of time since last travel grant.

V. **Committees**

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

        i. Promotion, Retention, and Tenure Committee (the PRT Committee).

        ii. Post-Tenure Review Committee (the PTRC Committee").

        iii. Merit Committee.

        iv. Planning and Curriculum Committee.

        v. Search and Screen Committee.

        vi. Bylaws Committee.

        vii. 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:

        i. After committee membership is determined, the Department Chair shall designate one of the members to convene the committee.

        ii. 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).

        iii. 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.

        iv. 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.

    C. Unless otherwise designated in a particular committee's bylaws, proxy voting shall be permitted.

    D. With the exception of the PRT Committee, the Department Chair shall be an ex-officio, non-voting member of all departmental committees.

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

A. Membership

i. The PRT Committee shall consist of all tenured faculty of the Department.

ii. No faculty member in the Department who is applying for promotion shall participate in their promotion decision or the promotion decision related to any other faculty member in the Department who is also applying for promotion.

iii. If there are fewer than three tenured faculty in the Department, a tenured faculty member from another CBA Department shall be asked to serve by the Department Chair. The Department Chair shall take into account the level of familiarity with the Department subject matter when determining any additional committee members to invite. If no other tenured faculty in the CBA is able/willing to serve, the Department Chair shall ask tenured faculty outside the CBA. If the Department Chair is unable to find any UWL tenured faculty to serve, the CBA Dean shall appoint the member(s).

iv. 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.

B. Responsibilities

i. **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.

ii. **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. Either electronic or paper proxy votes may be submitted; these should be submitted to the PRT Committee Chair at least 30 minutes prior to the scheduled meeting. According to UW System policy, for a tenure decision and only if a candidate requests it in advance, the PRT vote must be a public vote. Furthermore, it is recommended by UW-System the entire meeting be conducted as an open meeting.

iii. **Criteria for Review.** The criteria for review that shall be used by the PRT Committee is set forth in Article XIII and by this reference is made a part hereof as if fully incorporated herein. (Because merit is considered when reviewing candidate files, the PRT Committee members should also note that the Merit System is described in Appendix B.)

      iv. Recommendation of Faculty for Promotion, Retention, and Tenure. The PRT Committee shall make (i) faculty promotion recommendations to the Dean and the Joint Promotion Committee and (ii) retention and tenure recommendations to the Chancellor through the Dean of the CBA via the PRTC Chair.

      v. Reconsideration of Action Taken. The PRT Committee shall hear requests for reconsideration of the action it takes.

VII. Post-Tenure Review Committee (PTRC)

A. Membership

  i. In accordance with UWL policy, the PTRC Committee shall be comprised of all tenured faculty members, with a minimum of three tenured faculty members. The Department Chair serves as a committee member and chair of the committee unless the department chair holds tenure in another department, or is being reviewed. In either of these two cases, the committee shall elect a chair to complete the administrative components of the process. In the event that there are not three tenured department members, the Department Chair, in consultation with the Dean and the faculty member, shall meet to select outside members using the criteria in Appendix D as a guide. If there is not a mutual agreement, the Dean shall have the final say in the selection of the outside members.

B. Responsibilities

  i. In accordance with UWL policy, the post-tenure review committee will meet to review the faculty member's materials and determine whether the faculty member 1) meets expectations or 2) does not meet expectations.

  ii. All procedures for notification and action plans will follow the UWL PTR policy located at https://www.uwlax.edu/human-resources/post-tenure-review-policy/

Criteria for decision making are specified in the next section (C. Retention Criteria)

VIII. Merit Committee

A. Membership

  i. The Merit Committee shall consist of at least three Department faculty members. Academic Staff are not eligible to serve or to vote on the Merit Committee unless their salaries contribute towards the departmental merit pool.

  ii. Committee membership shall be for three years, beginning with the fall semester. Membership of the committee shall be divided equally into three classes. Members of Class One of the committee shall vacate their membership after one year, and the succeeding members of this class shall serve for three years. Members of Class Two of the committee shall vacate their membership after two years, and the succeeding members of this class shall serve for three years. Members of Class Three of the committee shall vacate their membership after three years, and the succeeding members of this class shall serve for three years.

B. Responsibilities

 i. Faculty whose salaries contribute toward the departmental merit pool shall submit a completed merit form to the Merit Committee.

 ii. The Merit Committee shall evaluate these merit forms and assign merit points using the criteria set forth in Appendix B.

 iii. 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.

IX. Planning and Curriculum Committee

A. Membership

 i. The Management Department Planning and Curriculum Committee will consist of at least three department members, representing as many functional areas as possible.

 ii. Committee membership shall be for one year, beginning with the fall semester.

B. Responsibilities

 i. 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.

 ii. 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.

 iii. Receive, evaluate and act upon all management department curriculum proposals.

 iv. Recommend curriculum proposals to the department.

 v. Consider, evaluate and respond to external curriculum initiatives that could impact the Management Department's curriculum. Make recommendations to the department as needed.

X. **Assessment Committee**
   A. Membership
      i. The Management Department Assessment Committee will consist of at least three department members, representing as many functional areas as possible.
      ii. Committee membership shall be for one year, beginning with the fall semester.

   B. Responsibilities
      i. 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.
      ii. Recommend assessment proposals to the department which will result in quality assessment of the curricula.
      iii. Assist the Department Chair in the development and completion of assessment reports that might be required by the department, college or the university.

XI. **Ad Hoc Search and Screen Committee**
   A. Membership
      i. The Management Department shall create a Search and Screen Committee to fill vacancies within the department.
      ii. 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.
      iii. 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 Department to achieve a diverse committee.

   B. Responsibilities
      i. 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.
      ii. 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.
      iii. 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 may be invited to interview on campus.

XII. **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.
   i. Teaching
      1. S.E.I. evaluation
      2. Peer review of instruction
   ii. Research
   iii. Service

B. **Forms and Guidelines:** Each section of the Merit Report has individual guidelines that should be followed for material submitted to the committee, included below. The Merit Narrative evaluation guideline appears in Appendix B, accompanied by explanatory notes. See Appendix C for an outline merit narrative without explanation.

C. **Supporting Evidence and Narrative:** Each member should upload supporting material to digital measures for any merit claims made in their merit narrative. In addition, as a minimum, each member is expected to upload to digital measures:
   i. A merit narrative (format for this is included at Appendix C).
   ii. Copies of their syllabi.
   iii. Copies of papers published, or evidence of publications claimed. This can be either as pdf documents, or a link to website that details the publication. For publications such as Chapters in books, proof copies and links to websites detailing contributors or table of contents will be acceptable. In short, evidence of publication activity and quality will be required so that the committee can judge merit value.
   iv. Documentation of service should be included, as needed, if the merit value is not obvious.

D. **Report Production:** Each Department member wishing to participate in merit review should generate a Merit Report in Digital Measures covering the dates June 1 – May 31. The merit report should be created as a word file and edited to conform to the department guidelines. It can then be saved as either a word or pdf file.

E. **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. The completed merit report is to be completed and submitted to the Merit Committee Chair by September 1st.

XIII. Retention (Tenure)

A. Introduction: 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.

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 members of the date of the review, the appropriate forms for reporting their performance in the review areas for the time period under review, and the date by which the required information should be completed and submitted.

 i. 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.

 ii. The faculty member under review shall make available to the PRT Committee Chair the following information:

  1. A completed copy of the following Digital Measures reports: (a) Retention Reports, (b) Annual Activities Reports, and (c) Merit Reports for the relevant time frame. The faculty member may also be asked to submit 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.

  2. Copies of relevant published research and/or relevant documents must accompany the merit evaluation form.

  3. 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.

  4. 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.

 iii. The Department Chair shall provide the Chairperson of the PRT Committee with the following information for each renewal (tenure) candidate:

  1. 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.

2. Grade distribution for each semester at UW-L.
3. 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.
4. Peer evaluation of teaching and any other information which could have a bearing on the evaluation of the faculty member.

iv. The PRT Committee proceedings will normally be open; however, the committee may go into closed session to consider personnel matters. The decision to go into closed session should conform to relevant Wisconsin statutes (e.g., Wis. Stat. § 19.81 – 19.98).

v. 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.

vi. Renewal (tenure) requires a two-thirds majority vote.

vii. 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.

viii. Within 7 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)]

ix. 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).

x. 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.

xi. A faculty member denied recommendation for renewal (tenure) may file a written request with the PRT Committee Chairperson asking for a reconsideration meeting. The person who is requesting the reconsideration meeting may invite up to two observers to watch them present information to the committee and hear any questions asked or statements made by committee members to the appellant. The committee may also have up to two observers present. This is to insure that the appellant has an adequate opportunity to present information to the committee. (The observers do not speak or testify at the reconsideration meeting.) Thereafter, the committee may go into closed session consistent with relevant Wisconsin statutes for

the purpose of deliberation and decision-making. Within ten days of the hearing the observers should submit their individual written summaries of their observations to the committee, to the Human Resources department, and to any other relevant parties (e.g., the Complaints, Grievances, Appeals, and Academic Freedom Committee; CGAAF). All reconsideration procedures must conform to UW-L, and UW-System rules and the Administrative Code.

xii. A faculty member who resigns will not normally be reviewed by the PRT committee.

C. Evaluation Criteria

i. 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 work-related matters that have a bearing on the potential of the renewal (tenure) candidate.

ii. 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.

1. **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:
   a. Most recent merit peer review
   b. Curriculum and course development
   c. Quality of syllabi, exams and assignments
   d. Innovative approaches to instruction
   e. Alignment between course objectives, teaching pedagogy and documented outcomes
   f. Teaching workload and course variety
   g. Maintenance of academic standards and integrity
   h. Preparation of materials employing various media for instructional use
   i. Grade distributions
   j. Student advising and counseling
   k. Supervision of student research and internships
   l. Attendance at workshops and seminars on teaching effectiveness
   m. Improvement of instruction grant application and funding

2. **Research** - The candidate meets the CBA scholarly productivity guidelines (see CBA website) 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 without a completed terminal degree (e.g., Ph. D., D.B.A., and J.D.) the primary goal should be to complete all outstanding degree requirements, including completion of the dissertation, if required. 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 the faculty member to do quality research expected of university faculty and may have implications on the extension of the third year contract.

    For faculty hired with a completed terminal degree (e.g., Ph. D., D.B.A., and J.D.), the focus should be on actively engaging in quality research as soon as possible. Specific areas to be considered include, but are not limited to:
    a. Research grant applications and funding
    b. Articles, books, and book reviews submitted and/or accepted by refereed and/or non-refereed journals
    c. Working papers and research in progress
    d. Papers presented at professional programs
3. **University, Professional, Public Service –** Each year, over a three year period, the probationary faculty member should serve on at least four committees; two of which are at the departmental level, one of which is within the college, one of which is at the university level, The candidate should also attend at least six activities from among the following: attendance at professional meetings (workshops, seminars, etc.,), discussion of papers at professional meetings, and service activities in a professional capacity. The committee also expects the faculty member under review to be able to explain "the value" they added in their respective service efforts. Specific areas to be considered include, but are not limited to:
    a. Membership in professional organizations
    b. Attendance at professional conferences
    c. Participation as Discussant or Session Chair or Organizer at professional conferences
    d. Attendance at institutes and seminars
    e. Honors and awards
    f. Speeches and workshops conducted
    g. Consulting
    h. Membership and offices held in community organizations
    i. Participation in University Outreach Programs

j. Faculty Senate and other University Committees

k. Department Committees

l. College Committees

m. Department offices held

n. Advisor to campus groups

o. Building library resources

p. Other services to University Programs

iii. In evaluating a faculty member's performance, the committee will weigh the three areas as follows:
1. Teaching: 40%
2. Research: 40%
3. Service: 20%

iv. The committee shall also review renewal and required improvement letters from previous years.

XIV. **Department of Management Rules for Promotion**

    A. Overview

        i. The initial review for faculty eligible for promotion will be conducted by the Department's Promotion, Renewal, and Tenure (PRT) Committee.

        ii. The promotion procedure and evaluation criteria for promotion (outlined below) are to be consistent with UW-La Crosse 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.

        iii. The review procedures are very similar to the review procedures for granting tenure as outlined in Section XIII above. Thus, these sections may be consulted for additional guidance.

    B. Procedure

        i. The Department Chair will give written notice to those eligible for promotion (according to UW System and UW-La Crosse 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 date by which this information must be submitted to the department PRT Committee. The written faculty response (and any below) must be given at least seven (7) days prior to the review.

        ii. The faculty member seeking promotion shall provide the Chair of the PRT Committee the following information:

            1. The faculty member should generate their Promotion Report in Digital Measures; this report should conform to guidelines created by the UW-L Joint Promotion Committee (JPC).

            2. Any other relevant material requested by the Committee.

        iii. The Department Chair will provide the Chair of the PRT Committee with the following information for each candidate for promotion

            1. Results of the merit evaluation process.

            2. Student evaluations for the last six semesters of teaching at UW-La Crosse (see tenure guidelines, above, for additional details).

            3. Course syllabi from the Department Course Syllabi File.

            4. The portion of the UW-La Crosse Promotion Candidate Evaluation Form that is "to be completed by the Department Chair."

            5. Any other relevant information requested by the committee.

        iv. The PRT Committee proceedings will normally be open; however, the committee may go into closed session to consider personnel matters. The decision to go into closed session should conform to relevant Wisconsin statutes (e.g., Wis. Stat. § 19.81 – 19.98). 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.

v. 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-La Crosse 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-La Crosse 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-La Crosse committee. The letter will describe the candidate's strengths in the area 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.

vi. 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 the 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.

vii. Each faculty member seeking promotion for each level will be ranked within grade by the PRT Committee.

viii. 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.

ix. Candidates have the right to appear before the PRT Committee on their own behalf and to speak to the Department on their own behalf.

x. Candidates for promotion will not be allowed to participate in the committee action, regarding candidates at the rank.

xi. The list and rankings of candidates (with files of accompanying documentation) will be forwarded to the Dean's office.

xii. A faculty member denied recommendation for promotion may file a written request with the PRT Committee Chairperson asking for a reconsideration meeting. The person who is requesting the reconsideration meeting may invite up to two observers to watch them present information to the committee and hear any questions asked or statements made by committee members to the appellant. The committee may also have up to two observers present. This is to insure that the appellant has an adequate opportunity to present information to the committee (The observers do not speak or testify at the reconsideration meeting). Thereafter, the committee may go into closed session consistent with relevant Wisconsin statutes for the purpose of deliberation and decision-making. Within ten days of the hearing the observers should submit their individual written summaries of their observations to the committee, to the Human Resources department, and to any other relevant parties (e.g., the Complaints, Grievances, Appeals, and Academic Freedom Committee; CGAAF). All

reconsideration procedures must conform to UW-L, and UW-System rules and the Administrative Code.

C. Evaluation Criteria

    i. 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-La Crosse. Other criteria for eligibility and categories of promotion may also be determined by UW-La Crosse and UW-System.

    ii. Department eligibility requirements for promotion from Assistant Professor to Associate Professor are as follows:

        1. Teaching - The same evaluation criteria as used for retention (tenure) also apply here (see Section XIII, C).

        2. Professional and Public Service - At least five from among the following: attendance at professional meetings (workshops, seminars, etc.) discussion of papers at professional meetings, reviewing papers for journals, involvement in scholarly and professional societies, and/or public service activities in a professional capacity (e.g., presentations or assignments with the Small Business Development Center (SBDC), or assisting businesses or nonprofit organizations).

        3. 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-La Crosse from among any of the following: Standing committees, significant ad hoc committees, UW-La Crosse Faculty Senate, serving as an external reviewer for faculty seeking promotion or tenure at other universities and/or serving as a member of graduate thesis or dissertation committees.

    iii. 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-La Crosse Committee. In addition, the Department PRT Committee expects a candidate to excel in either (a) teaching or (b) research or (c) both.

XV.   Post-Tenure Review of Faculty

In accordance with UW System requirements, tenured faculty will be reviewed on a five-year cycle. The department recognizes that faculty work post-tenure may be quite different from work done pre-tenure. For example, post-tenure faculty may explore more controversial topics or emerging directions of scholarship. When reviewing post-tenure activities the department and post-tenure review committee will recognize these differences. The department follows the UWL procedure and schedule regarding post-tenure review https://www.uwlax.edu/human-resources/post-tenure-review-policy/. UWL's policy was approved by the UW System Board of Regents in November 2016.

A. Retention Criteria. In order to obtain a recommendation for re-appointment, the faculty member's performance must be evaluated to be meeting department expectations for a tenured faculty member. Performance criteria are stated and detailed below. The members of the Post Tenure Review Committee shall use the electronic portfolio to judge each faculty member's performance in the areas of teaching, scholarship, and service. Minimal standards are described below:

i. Scholarship: Faculty recommended for post tenure retention will show evidence that they are meeting satisfactory contributions for post tenure scholarship. Satisfactory contributions include any of the following: adhering to CBA Scholarly productivity guidelines, attendance at conferences, making presentations, publications, sustained scholarly progress, mentoring undergraduate/graduate research, submitting grants, etc.

ii. Service: Faculty recommended for post tenure retention will show evidence that they are meeting satisfactory contributions for post tenure service. Satisfactory contributions include participation in at least two the following service areas on a consistent basis: (departmental, college, university, community, professional).

iii. Teaching: Faculty recommended for post tenure retention will show evidence that they are meeting satisfactory contributions for post tenure teaching. Satisfactory contributions include any of the following: (e.g., evidence of satisfactory teaching such as satisfactory SEI scores and/or peer evaluations of teaching, evidence of and commitment to continuous improvement in teaching, keeping up-to-date in the field, holding regular office hours).

iv. Professionalism: The members of the Department believe we have established a tradition of civility and professionalism among our members and that is essential for all faculty and IAS to recognize and contribute to this tradition. While teaching, research/scholarship, and service contributions are primary indicators of professional success, we also recognize the role of professionalism/civility as a critical part of the review process. Professionalism is defined as the manner and process in which work-related duties are executed in the workplace.

Scoring. Based on the retention criteria, each Post Tenure Review Committee member will assign an overall evaluation to each individual using the Post Tenure Review Evaluation Form (Appendix D). The overall evaluation score is based on the teaching, research and service expectations of the department. The possible overall evaluations that can be assigned are: "Meeting" or "Not-Meeting", department expectations.

The faculty member will be assigned the highest overall score (Meeting or Not-Meeting) given by one half or more (simple majority) by the Post Tenure Review Committee.

https://www.uwlax.edu/human-resources/post-tenure-review-policy/

XVI: Retention and Evaluation of Academic Staff

These bylaws establish the procedures and criteria for instructional academic staff evaluation and progression.

A. Ad hoc IAS Review Committee(s):

i.   All academic staff must be evaluated on an annual basis as specified in the *UW-L Staff Handbook*. The Instruction Academic Staff (IAS) review will be conducted by a three-member ad hoc committee consisting of the following: (1) the Department Chair, (2) one tenured faculty member from within the Department, and (3) one IAS member from the UW-L College of Business Administration who is either at the rank of "Lecturer" or "Senior Lecturer" (or equivalent). The IAS undergoing review and the Department Chair should agree, in advance, upon the tenured faculty member and IAS member who will participate in the review. If they cannot agree, or if the Chair is unable to secure sufficient personnel, then the Dean's office will be asked to appoint someone to serve. (Note that membership on this ad hoc committee may vary for each IAS member being reviewed.) This committee will henceforth be called the ad hoc IAS Review Committee.

ii. The ad hoc IAS Review Committee(s) will conduct reviews for retention, merit, and promotion recommendation purposes. All committee members will vote. No IAS member may vote on their own evaluations.

iii. The Department Chair will chair and convene each ad hoc IAS Review Committee.

B. Annual Review

i.   In accordance with Faculty Personnel rules UWS 3.05-3.11 and UW-L 3.08, instructional academic staff will be evaluated annually for both evaluative and developmental purposes. Merit recommendations will also be included in this review.

ii. Prior to the review date specified by the ad hoc IAS Review Committee, all IAS under review will provide an electronic portfolio related to their teaching, service, and professional development; scholarship may also be considered. Hyperlinked syllabi should be provided and the IAS member may provide additional evidence if they so desire.
a. At least 20 calendar days prior to the review, the Department Chair will give written notice of the review.
b. This evaluation should take place between May 15 and November 15 each year (after Spring Semester Student Evaluation of Instruction (SEI) results are available). The evaluation period will be for the previous academic year.

iii. The Individual Development Plan (IDP)/Performance Appraisal & Review.

a. The IDP form (which includes an Annual Review Checklist, to be used by the Review Committee) can be found in Appendix E. The form may be adapted to fit specific duties of individual IAS.

b. At the time of the review an IDP form, reviewing the past academic year, and setting goals for the upcoming/current academic year will be jointly created by the IAS member and the ad hoc IAS Review Committee.

C. Evaluation criteria

i. IAS will be evaluated on the basis of their position description as well as the existing IDP, if available.

ii. In addition, all IAS will be expected to meet standards of professional qualification according to the guidelines set by the UW-L College of Business Administration (typically found on the CBA website).

iii. IAS activities should be reviewed according to the individual's position description. In many cases IAS are expected to devote approximately 75% of their time and effort to Teaching with the remaining 25% to Service/ Professional Development/Scholarship (combined). While IAS are encouraged to take part in research, scholarship is not required for effective or meritorious performance and, for purposes of promotion, cannot take the place of effective teaching. If the ratios above are reallocated in advance by the College, University, or by the Department Chair, review of IAS in each of these areas should be weighted accordingly. CBA productivity guidelines should also be discussed at the time of review.

D. Rating Process

i. Prior to the meeting, each voting member will evaluate the electronic portfolio and submit to the Department Chair their performance and merit ratings and optional comments. Each member of the ad hoc IAS Committee will have an equal vote.

   a. Ratings will be made for the areas of (1) Teaching, and (2) Service/Professional Development/Scholarship (combined). While IAS are encouraged to take part in research, scholarship is not required for effective or meritorious performance (and, for purposes of promotion, cannot take the place of effective teaching). Ratings will be made for both performance review and merit recommendations.

   b. Committee members who have a conflict of interest should abstain from making ratings in those areas where such conflict exists.

   c. The Chair will compile the category scores, apply appropriate performance category weights determined by the position description and IDP to the average rating, and calculate a preliminary overall rating for the IAS candidate under review.

ii. After these scores have been compiled and ratings have been computed, the Chair will either distribute the results to the committee members prior to the committee meeting or bring them to the meeting.

   a. The Committee will meet with the IAS candidate under review. The prior year's performance ratings and merit ratings will be reviewed.

   b. Goals will also be jointly set with the IAS candidate for the upcoming year.

E. Transmission Process.

i. The committee's final ratings will be recorded in an evaluation report.

ii. Final category scores will be used for establishing the goals for the IDP for the upcoming year.

iii. A copy of each report and all other documentation regarding the process will be forwarded to the Dean's office and to HR.

G. Promotion Procedures

i. Promotion procedures must conform to UW-L and UW-System policies and procedures; for details, see the UW-L Human Resources website.

ii. To be considered for Promotion, IAS must submit their Promotion Portfolio electronically to the Department Chair on or before the specified due date. The Department Chair will provide a written 20-day notice prior to the due date.

iii. The ad hoc IAS Review Committee will review the promotion portfolio, keeping in mind that this is a peer judgment of future performance. After the IAS Review Committee has completed its review, it will provide a recommendation. The Department Chair will provide a letter of support for the university IAS Promotion Committee, forwarded to the CBA Dean's office.

iv. To be considered and recommended for promotion, a candidate should exhibit excellence in teaching and be engaged in professional development/scholarship, and service.

v. Professional development activities may include, but are not limited to, those activities that can be shown to relate to the IAS member's teaching or service responsibilities, such as any of the following: participation in workshops, institutes, seminars, teaching graduate courses, participation in professional organizations or attendance at professional meetings.

vi. Scholarship activities include, but are not limited to, the following: articles, books, and book reviews submitted and/or accepted by refereed and/or non-refereed journals, papers presented at professional programs, research grant applications and funding, working papers. Research in progress may also be considered.

vii. Service activities fall into two categories, professional service and university service. The activities to be considered include, but are not limited to:

    a. Professional Service

        1. Participation as Discussant, Session Chair or Symposium Organizer at professional conferences

        2. Offices held in community organizations or professional societies in a professional capacity

        3. Speeches and workshops conducted

        4. Consulting (both paid and unpaid. *Note:* Consulting should not interfere with one's duties at UW-L).

        5. Attendance at professional conferences

        6. Attendance at institutes, professional workshops, and seminars

        7. Participation in University Outreach programs

        8. Membership in organizations in a professional capacity

        9. Honors and awards

    b. University Service

        1. University and UW-System committees

        2. Department committees

        3. College committees

        4. Advisor to campus groups

        5. Other services to the university

viii. All activities required to meet the standard of professional qualification according to the guidelines set by the College of Business will be considered for Promotion.

H. Appeal Procedures

i. When the IAS member does not agree with the annual review, merit, or promotion decisions they have the right to appeal this decision. They may appeal the decision to the full Department of Management PRT Committee. Typically, the aggrieved employee will present their case; then members of the ad hoc IAS Review Committee will present their case. All members of the PRT Committee who did not serve on the ad hoc IAS Review Committee will then decide whether to uphold or adjust the IAS Review Committee's decision.

ii. In the case of a tie vote, the decision of the IAS Review Committee stands.
If the grievant is still dissatisfied with the outcome, the grievant may pursue the grievance further using UW-L procedures (see the UW-L Human Resources website for details).

XVII: Appeal Process for the "Final Grade" Changes

    A. Procedures

        i. The process of appealing a final course grade should start with a formal filing by the student with the department Chair within four (4) weeks of regular semester days after viewing the final course grade.

        ii. The student and the instructor (instructors in case of team instruction) should meet informally to discuss the issues within 2 weeks of filing an appeal.

        iii. If the student and the instructor agree to a grade change, then the new assigned grade is changed by the instructor using the appropriate final grade change form. 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.

        iv. 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 Department Chair also designates a Convener. The Chair serves as an ex-officio member who casts a vote in case of a tie.

        v. The committee typically asks the student to present their case with the appropriate documentation and portfolio. The instructor presents their 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 (e.g., Wis. Stat. § 19.81-19.98).

        vi. 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.

        vii. 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.

        viii. The Chair then proceeds to change the grade (if appropriate) on the final grade change form within 1 week of communicating to the parties the outcome of the 'grade change' decision.

    B. 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. The six-month waiting period can be waived (suspended) only by a two-thirds (2/3rds) vote of the Management Department faculty.

XVIII. Amendment & Suspension of Department Bylaws

Department bylaws can be **amended** by a simple majority vote of the eligible Management Department faculty. Amendment of bylaws requires a six-month waiting period before the changes go into effect. The six-month waiting period can be waived (**suspended**) by a two-thirds (2/3rds) vote of the Management Department faculty. Specific provisions of the bylaws can be **suspended** only by a two-thirds (2/3rds) vote of the Management Department faculty.

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 UW-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 member 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 NARRATIVE GUIDELINES
REVISED 2015**

The Merit Narrative Report should cover 3 sections and should directly refer to the digital measures report in all areas that require supporting evidence.

1. TEACHING AND INSTRUCTIONAL IMPROVEMENT

    The section on teaching should include section 1a (SEI computation) and Section 1b (peer evaluation narrative).

A. SEI COMPUTATION (Use the Wehrs' Formula – Maximum 300 points).
    For purposes of assigning merit points, the overall average of items 2 through 24 from the Department of Management Student Evaluation Form will be used.

SEI Average	*Merit Points*
2.00 and below	*No points*
2.01 to 4.00	*Round [1.5 x 100 x (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.

B. PEER EVALUATION. Peer evaluation is a part of the teaching evaluation process required by UW-L faculty rules. 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. This peer evaluation system currently constitutes 100 out of the 400 points allocated to the evaluation of teaching. 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. The merit narrative should include enough information and supporting evidence for the merit committee to judge peer evaluation of instruction. It is also encouraged that members of the department do not repeat, but make reference to, evidence (such as pedagogical innovations, new teaching material, community engagement activities, and assessment of teaching activities) that can be included within the teaching section of digital measures. This is to avoid duplication of work. However, it remains the responsibility of the department member to refer to this evidence in digital measures within the merit narrative report. 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. The following 5 areas will be considered to promote teaching development.

    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. 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. <u>Statement of Teaching Objectives (max 5 points)</u>. 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 do not need to be repeated in the merit narrative. They 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. <u>Self-assessment of effectiveness (max 25 points)</u>. Faculty should submit documentation of student achievement within digital measures. In particular, such documentation should include evidence of student accomplishment with respect to specific objectives of the instructor. In addition, the self-reflection should include details of how the instructor has amended or improved their instructional materials and style in response to student feedback in SEIs.

2. **Faculty Instructional Development (max 25 points)**: To encourage faculty to continually develop skills in the area of teaching. You are encouraged to refer to the faculty development activities listed in Digital Measures. These appear at Section V (B) in your digital measures merit report. Efforts directed towards faculty instructional development includes, but are not limited to:

    a. On or 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.

    b. 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. Again, please provide examples.

    c. The faculty member can also provide information concerning the implementation of ideas from publications relevant to classroom instruction and student learning.

    d. The attainment of any instructional certification or status, such as writing emphasis, online instructional training or graduate faculty.

    e. Peer evaluation of teaching and development. Faculty who would like assistance in developing instruction skills are encouraged to meet with a mentor. Faculty who receive peer evaluation from a colleague should provide documentation of this process for the Merit Committee.

3. **Cooperative Instructional Environment (max 25 Points):** To implement a system of evaluation which will foster cooperative behavior and the interchange of ideas with respect to faculty teaching and student learning. You are encouraged to refer to the faculty development activities listed in Digital Measures. These appear at Section V (B) in your digital measures merit report. This type of activity goes beyond corridor conversations about teaching, although this is encouraged. Activities can be at the departmental, college, or university level, and documentation should be provided of participation in improving the cooperative climate of instruction.

    A. 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. This should not be a repeat of instructional development, but should demonstrate what value you provided to develop collaboration, integration, sharing of ideas or experiences and campus climate of instruction For example, a presentation for CATL or leading a workshop.

B. 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.

C. Team teaching of classes either within the department or outside the department.

D. 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.

E. Working with colleagues to develop peer evaluation of student work and course improvement.

F. Providing support for assessment of student learning by evaluating students' work, at either college or department level.

G. Mentoring junior faculty though providing peer review. Experienced teaching faculty who would be willing to act as a mentor should notify the Department Chair. Faculty participating in this process as a mentor should provide documentation of this for the Merit Committee.

4. **Instructional Objectives (max 10 points):** To encourage the implementation of college and/or department instructional objectives that are relevant for the course that they teach. 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 (max 10 points):** To encourage development, evaluation, and distribution of quality instructional materials, faculty are encouraged to author instructional materials for wider distribution. 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, but are not limited to:

a. Improvement of instruction grants applied for and funded via the UWL Faculty Development Committee, the UW system, or outside funding sources.

b. Journal articles and papers presented at professional meetings that document new and novel instructional materials.

c. 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.

2. **RESEARCH:** Please include attachments or links to your publications within Digital Measures. Also, please edit your digital measures report so that only publications claimed within the merit period are shown. Please note that only published, not in press articles, may be claimed. Also, please include a narrative that briefly outlines other research activities you wish to be considered that do not appear

automatically in the Digital Measures merit report. It will be up to the author to provide the committee with evidence as to the validity of a claim for merit.

A. **Objectives.** The general objectives of the research merit review process are to:

 i.   To encourage the publication of quality research.

 ii. 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.

 iii. To distinguish between the types of research being developed while at the same time encouraging and rewarding all faculty research efforts.

 iv. 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.

 v.   To encourage faculty to seek funding for their research.

 vi. To encourage faculty to make an impact with their research that goes beyond publication and reaches other stakeholders beyond the academic community.

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.

 i.   Theoretical or empirical discovery research.

 ii. Applied research

 iii. Written teaching cases accompanied by an instructor's teaching notes.

 iv. Computer software which is circulated and not totally proprietary.

 v.   Textbooks and other pedagogical tools that extend and disseminate the boundaries of knowledge.

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

 i.   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.

 ii. The basis for the award of merit points will be the department journal quality list. If a journal is not on the quality list, it will be incumbent on the author to provide evidence as to the quality of the journal, such as impact factor, citation rates, circulation etc.

 iii. Publication of textbooks and monographs that are relevant to the study of business administration will be given merit points, dependent on the quality and relevance of the publication to the department's areas of expertise.

 iv. Completed, but unpublished, research will not be awarded merit points.

 v.   Papers/cases presented at international, national and regional conferences will be considered for merit purposes. In order to align with CBA's objectives, the points for these will not be substantial.

 vi. 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. In addition, if the award for merit would exceed 400 points, the extra points can be carried over to the following years' merit. The following schedule of points shall be awarded.

A. REFEREED JOURNAL ARTICLES

Journal Quality	Merit Points
Ranked A*	300
Ranked A	225
Ranked B	150
Ranked C	125
Unranked	50

The points are 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 area of expertise within the department of management.

B. NON-REFEREED JOURNAL ARTICLES

Non-refereed	25-35

C. PUBLISHED TEACHING CASES/NOTES

Refereed Journal	75
Other Refereed Cases	50
Non-refereed	
(i.e., originally published in a textbook)	25

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

This will be reviewed on a case by case basis (maximum of 100 points).

E. BOOKS

Scholarly academic monograph.	100-300
Academic textbooks	100-300
Original book chapter	50-100

F. CONFERENCE PRESENTATIONS

(In any combination the total points cannot exceed a total of 100 points).

National/International Conference	35
Regional Conference	15
All local presentations/exhibits	5

G. 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)

Primary	10-25
(e.g. Editor of a publication and/or special issue editorial)	
Secondary	0-10

(e.g. Book review in a journal, or previously published proceedings that is accepted as a chapter in an edited book).

Compensated publications	0-10
Incidental (Guest editorial)	0-5
Grant Proposals	
a. Funded	25
b. Unfunded	10

3. **SERVICE**

   A. **Instructions**: All service activities should be added to Digital Measures. In your merit narrative you need to refer to the Digital Measures merit report and/or list your service contributions in the appropriate category. You can attach extra documentation where appropriate to help justify the amount of points awarded by the merit committee. Do not list activities for which you have already received monetary compensation as they will receive no merit points. In addition, you will need to edit the merit report once produced. In particular you will need to:

     i. Split the section on professional or community service into two separate sections in accordance with the bylaws.

     ii. The editorial activities section from the report will need to be moved under the section in your report for professional service.

     iii. Remove the sections C and D on previous CVs and Librarianship.

   B. **Guidelines for Evaluation:** 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.

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

   Describe the contributions you have made to the University, College and Department in the prior academic year. Since university service merit is awarded for each semester on an academic year basis, provide specific dates of service, e.g., Spring 2013 and Fall 2013 (not simply 2013 or the 2013-14 school year). In recognition that university service involves differential time commitments, more merit points will be awarded for service activities that are more time consuming. An explanation of the service provided can be included in the merit narrative.

   Curriculum development is an example of service activity that may be undertaken outside a committee. Indicate what you consider to be the appropriate category and a point value for each contribution listed in your merit narrative. Include in your narrative an explanation to justify any allocation that varies from the list below.

    1. **Category A Service.** 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 these 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. 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.

     a. UWL Undergraduate Curriculum Committee.

     b. UWL Budget Committee.

     c. UWL Graduate Curriculum Committee.

      d. CAPS.
      e. Administrative Appointments Committee.
      f. Joint Promotions Committee.
      g. UWL Scholarship Committee (spring semester)
      h. Management Merit Committee (fall semester).

2. **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.

3. **Category C.** Service in this category is worth five points. Again the following list is not exhaustive. If you believe you have performed similar service, please list it. All awards in this category are for 5 points.
      a. Adviser for a student organization (per semester).
      b. Supervised an internship (per internship).
      c. Supervised an independent study project (per student).

B. **COMMUNITY SERVICE (40 PTS MAXIMUM).** Describe in your narrative 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 in your merit narrative. These will also include your editorial activity, 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.

1. 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.

a. Awards	Points
National	30
Regional	20
Local	10

b. Professional Contribution	Points
Main Editor of a scholarly, refereed journal	40
Associate Editor of a scholarly, refereed journal	25
Officer/board member, professional society	15
Editorial board member of a refereed journal	10
Ad hoc reviewer for scholarly journal or other refereed publication	10
Committee Chair, professional society	10
Committee member, professional society	5
Session Chair, or Organizer, professional conference	5
Discussant/ad hoc reviewer, professional conference	5

Appendix C: Merit Form

Name _____

DEPARTMENT OF MANAGEMENT
MERIT EVALUATION NARRATIVE
ACADEMIC YEAR: 2015-2016

1. TEACHING AND INSTRUCTIONAL IMPROVEMENT

A. SEI COMPUTATION (Use the Wehrs' Formula)

SEI Avg for Q2 to Q24:   Points:

Fall Semester:

Spring Semester:

Average (Points):   _____/300

B. PEER EVALUATION OF INSTRUCTION
(Follow instructions from Guidelines and make links to attachments/documentation in your digital measures report. Merit Committee will assign points)

1. **Self-Evaluation:**
    a.   Statement of Teaching Objectives (max 15 points)
    b.   Self-assessment of effectiveness (max15 points)
2. **Faculty Instructional Development (max 25 points)**:
3. **Cooperative Instructional Environment (max 25 Points):**
4. **Instructional Objectives (max 10 points):**
5. **Instructional Materials (max 10 points):**

Peer Evaluation Points: _____

TOTAL TEACHING POINTS: _____

2. PUBLICATIONS
(Follow instructions from Guidelines and attach all supporting in your digital merit report. You only need to provide extra information here that is not available in your digital measures report)

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

National:

Regional:

Local:

G. OTHER PUBLICATIONS

1. Editor of a publication:

2. Secondary publication:

3. Compensated publications:

4. Incidental:

5. Grants

TOTAL POINTS FOR RESEARCH _____

3. SERVICE
(Please include any extra information that allows the committee to judge your service contributions listed in your digital measures merit report - 200 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)

C. Professional Service (40 PTS maximum)

TOTAL PROFESSIONAL SERVICE POINTS_____
TOTAL SERVICE POINTS_____

Appendix D

Criteria for Membership on Post Tenure Review Committee (PTRC)

1.   **Teaching**--the department member should meet ONE of the following criteria:

(a)   The member's fractional median for Student Evaluation of Instruction (SEI) items 2-24 should 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 should 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 should meet the College of Business Administration (CBA) Scholarly Productivity Guidelines.

3.   **Service**--during the previous three years the member should 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 should have received merit points during at least one of the previous three years for community or professional service.

Post Tenure Review Form

Complete the following form for each post tenure review eligible faculty member. You may attach comments to this form if the room provided here is insufficient. Please check the appropriate rating and submit your evaluations to the PRT chair that will tabulate the results.

	Teaching		Research		Service	
	Meeting Expectations	Not Meeting Expectations	Meeting Expectations	Not Meeting Expectations	Meeting Expectations	Not Meeting Expectations
Name of Ranked Faculty 1						
Comments:						
Name of Ranked Faculty 2						

Comments:						

Post Tenure Review Evaluation Guidelines

A meeting expectations denotes satisfactory performance related to a tenured faculty member's responsibilities and expectations. To receive a meeting expectations designation, faculty members must perform their Teaching responsibilities at a satisfactory level, as determined by students and peers, meet any CBA Scholarship & Practitioner Productivity Guidelines and meet Service responsibilities as outlined in the PTR bylaws.

Appendix E: Individual Development Plan (IDP)/Performance Appraisal template

Department of Management Individual Development Plan/Performance Appraisal Form

Instructional Academic Staff -Planning and Review

Name _____ Years of Service_____ Years in Current Title_____	**Current Title:** ☐ Associate Lecturer ☐ Clinical Instructor ☐ Lecturer ☐ Clinical Asst. Professor ☐ Senior Lecturer ☐ Clinical Assoc. Professor ☐ Distinguished Lecturer ☐ Clinical Professor ☐ Clinical Distinguished Professor
Dept. /Unit % of Appt.	**Appointment Type:** ☐ Terminal: ☐ Academic Yr ☐ Annual Yr ☐ Semester I ☐ Semester II ☐ Renewable Specify Type_____ ☐ Indefinite
Appointment for Year:	**Review Completed by:** ☐ Department Chair ☐ Committee _____ **Review Schedule:** Last Review _____ Next Review _____

Date of meeting: _____

Department Member Met With (names of IAS Review Committee members):

INSTRUCTIONAL ACADEMIC STAFF SAMPLE POSITION DESCRIPTION
(USE PERSON'S ACTUAL DESCRIPTION, IF AVAILABLE)

Summary: Under general supervision of department chair, teaches college courses in the Management Department. Department, evaluates students' work, maintains appropriate records, and holds office hours.

PERCENTAGE	CORE FUNCTIONS
[_____ %] *Traditionally, 75%+ of the role for Lecturer* *Total number of instructional credits –* credits	**Instruction and Assessment of Students** • Prepare and deliver curriculum to undergraduate (and/or graduate students). • Prepare course materials such as syllabi, homework assignments, and handouts, ensuring they comply with department, college and university guidelines including accessibility for students with disabilities. • Evaluate and grade students' class work, assignments, and papers utilizing the department's grading guidelines, if any. • Maintain regularly scheduled office hours in order to advise and assist students. • Compile, administer, and grade examinations and other assessment measures. • Initiate, facilitate, and moderate classroom discussions. • Maintain student attendance records, grades, and other required records, and deliver them to the Registrar as directed by UW-L policy. • Supervision /maintenance of studio/ lab as appropriate.
[_____ %] *Typically not seen in the Associate title*	***Additional duties which may or may not affecting workload calculation please provide detail on any duties checked:*** □ Service obligations (Dept, college, university) – Describe: □ Advising obligations - Describe □ Student teacher supervision or fieldwork supervision □ Laboratory/Studio Instruction-describe □ Distance learning--describe □ Larger class sizes/double sections--describe □ Directed study--describe □ Teach applied music lessons or direct music ensembles □ Theatre production work □ Undergraduate research □ International teaching □ Professional development □ Grant work □ Scholarship □ Other, specify:
100%	TOTAL PERCENTAGE *[NOTE: MUST total 100%]*

Annual Portfolio Review Checklist – to be used by the ad hoc IAS Review Committee

(All of the following do not have to be present for a successful review.)

____ % **Teaching**	NA	No Evidence	Evidence	Comments
Direct measures of student learning including sample work by students				
Indirect measures of student learning				
SEI scores				
Classroom observations by peers				
Teaching development activities				
Annual Leadership Activities in Instructional Engagement are required to maintain Instructional Practitioner Status. The activities below may qualify.				
Development of new teaching materials				
Grants to support teaching improvement				
Innovations in curriculum				
Leadership role in enhancing the curriculum				
Evidence based teaching improvements				
Directed student research				
Teaching awards				
Other:				

____ % **Service/Professional development/Scholarship**				
Student advisement				
Department service				
College service				
University service				
Mentoring				
Practitioner Engagement and Activities are required to maintain Instructional Practitioner Status. The activities below may qualify. Peer reviewed publications are required for Scholarly Practitioner status.				
Membership in professional organizations				
Professional service				
Discipline-related community service				
Leadership roles				
Continuing professional education				
Conference/workshop attendance				
Publications				
Presentations				
Works in progress				
Grants				
Other:				

____ % **Reassigned time (if applicable)**				
Description:				

OUTCOMES (RESULTS) from last year: _____

The outcomes session will be a review of employee career goals and expectations of the previous year.

RATING SCALE

(S) Satisfactory	Consistently meets or exceeds the requirements of the job	
(E) Emerging	Is making progress towards outcomes expected to meet job requirements	
(N) Needs Improvement	Is not sufficiently meeting or progressing towards the outcomes expected	
(U) Unsatisfactory	Is not meeting, or making sufficient progress towards, the expectations/requirements of the job *(provide suggestions for improvement)*	

EMPLOYEE CAREER GOALS from PREVIOUS IDP YEAR

Specify employee career goals and success indicators from the previous IDP period and consider to what extent they were achieved. Explain any change to goals that occurred during the year and identify factors that caused the goal to be met or not to be met.

Employee Career Goals -----Success Indicators---------Evaluation/Comments

REVIEWER POSITION EXPECTATIONS GOALS FOR PREVIOUS IDP YEAR

Explain reviewer's position expectations and success indicators from previous IDP and explain to what extent they were achieved. Explain any change in expectations that occurred during the year and identify factors that caused the expectation to be met or not to be met.

Reviewer's Expectations -----Success Indicators--------Evaluation/Comments

Evaluation of Performance Relative to Standard Expectations for this Position

Performance Outcomes:	S	E	N	U	Supporting Evidence
Teaching Performance (including peer and/or student evaluations)					
Professional Development/ Scholarship activities for meeting CBA guidelines					
Service Activities for meeting CBA guidelines					
Behavioral Expectations:					
Holds class as scheduled					
Conducts rigorous classes					
Adequate grade distributions					
Holds appropriate office hours					
Ensures currency of course					
Selection of textbook/materials					
Appropriate syllabi, tests, asmts.					
Adequate preparation/pedagogy					
Respect/treatment of students					
Time on-campus					
Quality Service					
Maintains records/grades as required					
Works cooperatively to facilitate the success of dept., college, and UWL					

Merit Pay: The candidate is: _____Highly Meritorious _____Meritorious _____Not Meritorious

CBA productivity guidelines have been discussed during this review   Yes   No

We have met and reviewed the outcomes (results) from the previous review year and have discussed and planned for the next review year.

_____   _____
Employee Signature/Date   Supervisor Signature/Date
(Signature does not necessarily indicate agreement of IDP results but simply acknowledges that the items were reviewed)

DISCUSSION for next year: _____

The discussion session will establish the timelines in which to accomplish the established employee career goals and supervisor position expectations throughout the next year.

<u>Department/Unit Goals</u> (to be filled in by reviewer)

<u>Employee Career Goals</u> (to be filled out during discussion)

<u>Reviewer Position Expectations for next review year</u> (to be filled out during discussion)