

DEPARTMENT OF MARKETING
BYLAWS, POLICY STATEMENTS AND GUIDELINES

UNIVERSITY OF WISCONSIN - LA CROSSE

Approved May 6, 2015

Updated with Department Travel Policy
March 30, 2016¹

CBA Department By-laws available on-line at:
<http://www.uwlax.edu/ba/faculty/faculty.htm>

¹ Text written in blue is UW-L wording required in all departmental by-laws by faculty senate.
Text in orange is faculty senate recommended text, approved by Marketing By-law Committee.
Text written in black is current departmental wording voted on by Marketing By-law Committee.
Text written in brown provides suggestions when writing by-laws, but is not required by faculty senate.
Blue highlighting notes websites referenced. Links should be checked regularly.
Yellow highlighting notes due dates and references appendices, which are subject to change.

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I. UW-L Department of Marketing By-laws, Policy Statements and Guidelines

Approved: May 6, 2015

URLs in these by-laws are provided for convenience and should be reviewed regularly for accuracy.

II. Organization and Operation²

Department members are governed by six interdependent sets of regulations:

1. Federal and State laws and regulations;
2. UW System policies and rules;
3. UW-L policies and rules;
4. College policies and rules;
5. Shared governance by-laws and policies for faculty and academic staff; and
6. Departmental by-laws.

A. Preamble

The University of Wisconsin-La Crosse was founded in 1909 as the La Crosse Normal School. Through a merger in 1971, the university became part of the University of Wisconsin System and the name changed to the University of Wisconsin-La Crosse. Kenneth E. Lindner became the sixth president and then the first chancellor (The position was converted to chancellor due to the merger). Today, it is one of the 13 four-year campuses in the University of Wisconsin System. Originally known for its nationally recognized physical education program, UW-La Crosse now offers 85 undergraduate programs in 30 disciplines, 21 graduate programs and emphases in eight disciplines³.

The business program was initially an economics program started in the 1950's. It was offered as a minor program in the College of Letters and Sciences. The courses were initially taught by Maurice Graff and Carl Wimberly. In 1956 the first true business faculty member, Cloyce Campbell, was hired. By the early 1960's, a Department of Economics and Business Administration was created within the College of Letters and Sciences. It had 9 faculty members and offered three majors: business administration, finance, and economics. A fourth major, Marketing, was added by 1968. In 1971, with almost 40 percent of the graduates in Letters and Sciences being business majors, a distinct School of Business was created within the College of Letters and Sciences. Thomas White was the first Associate Dean and Director of the School. By 1972, there were 3 departments: Accountancy & Finance, Economics, and Management & Marketing. There were 13 faculty, 55 established course offerings and approximately 630 students. During the 1973-74 school year, the School of Business Administration split from the College of Arts, Letters and Science and become a separate administrative unit with Maurice Graff as interim dean. P. Dean Russell became the new dean in 1974. William Tillman was chairing the accountancy/finance department; Doug Sweetland chaired economics/finance and John Kulp chaired the management and marketing department. In 1975 finance merged with economics and accountancy was named a department.

² When a department endorses their by-laws they are determining procedures that cannot be changed or suspended without proper notice and consideration. By-laws should have tight clarity and precision in wording and punctuation so that interpretation will be consistent. There should be an indisputable meaning in the by-laws with each sentence being clear and standing alone without reference to previous or succeeding sentences for its meaning.

The process by which voting is conducted (by whom and under what conditions) are a crucial component to by-laws as are the criteria and procedures for personnel evaluations such as merit, retention, promotion, and tenure. Unambiguous by-laws are a benefit to individual faculty members, the department, and the university. By-laws should be reviewed regularly.

³ <http://www.uwlax.edu/history.htm>

Enrollments jumped to approximately 900 students. William O. Perrett was named Dean in 1976 and moved the business program towards AACSB accreditation. By 1977 enrollments jumped to 1300 students, more than double the number of students only five years earlier. By 1981 with enrollments having jumped to 1990 students and the faculty size to 36, the School of Business became the College of Business Administration. In 1982, the college earned its initial AACSB accreditation. By 1986 there were 5 separate academic departments in the college: Accountancy, Economics, Finance, Management and Marketing. Reaccreditation occurred in 1987, 1993, 1998, and 2003.⁴

Marketing was added as a major in 1968 within the department of Economics and Business Administration in the College of Letters and Sciences. In 1971, when the School of Business was created within the College of Letters and Sciences, the Marketing major was offered by the Management and Marketing Department. By 1985, the department of Management and Marketing split into two separate departments and Frank Sailer became the first chair of the Marketing Department.

Current marketing faculty and instructional academic staff **as of Fall 2015**:

Stephen Brokaw**	1989, department chair 1998-2001, 2002-2010
Joel Chilsen (IAS)	1995
Gwen Achenreiner**	1998, department chair, 2010 - current
Maggie McDermott	2008
Elizabeth Crosby	2012
Barb Larsen (IAS)	2012
Ken Graham	2015
Stacy Trisler (IAS)	2015

** *tenured, full professor*

B. Meeting Guidelines

Department meetings will be run according to the most recent edition of Robert's Rules of Order (<http://www.robertsrules.com/>) and WI state opening meeting laws http://www.uwlax.edu/hr/recruit/Academic_Recruitment/docs/OPENMEETING.htm.

Minutes will be recorded by a voting member or the departmental ADA and distributed within 7 days to department members. Copies of departmental and committee meeting minutes will be in a secure location in the department office. Minutes from closed meetings will be taken by the Department Chair or a designated faculty member and written within 7 days of the proceedings. They will be available by request to the department chair.

⁴ *College of Business Administration History*, 1996

C. Definitions of Membership & Voting Procedures

Members of the department are defined as an instructional academic staff member teaching full time, and IAS with faculty status [UWS 3.01 (d)], an academic staff member with 100% appointment, and all ranked (tenure-track or tenured) faculty (including those on leave or sabbatical who are in attendance), for the purpose of conducting business at any regular meeting.

Full time instructional academic staff in the Department of Marketing are accorded the following rights and responsibilities in regard to departmental governance:

By-law Committee: Senior member of IAS, based on years of service
 Merit committee: Restricted to tenured/tenure-track faculty
 Promotion, Retention and Tenure Committee: Restricted to tenured faculty

Part-time academic staff are not eligible to take part in department governance. Therefore, such academic staff shall not be entitled to vote on matters requiring a department vote, or serve as members on department committees.

D. Definitions of Quorum and Majority⁵

A quorum for the purpose of conducting business at any department meeting shall be a simple majority of the persons eligible to vote. For personnel meetings a quorum is achieved with 2/3 of those eligible to vote, but no fewer than three people.

Unless specifically indicated otherwise, a simple majority of those voting carries the vote. Voting occurs with a voice vote or a hand vote and any member can call for a roll call vote. Proxy voting is not allowed. Members who join by teleconference and have heard all the deliberation are eligible to vote.

⁵ Majorities are often referred to as "simple" indicating 50% or more, alternates are "majority +1" or a "super majority" defined as 2/3rd or in very rare conditions 3/4ths. Departments often hold to a super majority for personnel decisions. However, departments may wish to consider a higher quorum standard rather than a higher majority standard for personnel decisions.

The wording should explicitly address proxies. The wording should indicate whether the voting majorities are of those present or those voting (those voting is recommended). The wording should indicate the type of acceptable voting. If a paper ballot is allowed – they must be signed and kept for seven years. Robert's Rules indicates that abstentions do not affect the voting outcome (they are non-votes).

Late or non-received ballots, a non-response to a vote, or improperly marked ballots shall be treated the same as and a non-vote and should not be counted in determining the vote. In addition, abstentions and blank votes are treated as non-votes and are ignored. Abstention votes in retention, promotion, or tenure matters are discouraged except when a conflict of interest exists or the voter has no or little knowledge of the person being considered.

By-laws sometimes specify something like "a majority of the members present" or "a majority of the tenured or ranked faculty" for certain motions. In such cases, there is a precise number needed to pass, so blank ballots, non-votes or abstentions have the effect of being a negative vote. These types of provisions are discouraged because they can present difficult legal issues if ballots are late, non-received or if faculty chose to be absent or do not vote.

E. Changing By-laws⁶

These by-laws may be amended by the following procedures: Changes recommended and voted upon by the by-law committee will come before the department as a standing motion. A two-thirds majority of the eligible department members voting is required to amend the by-laws. It is recommended that any proposed amendment(s) shall be presented and distributed in writing at a department meeting and voted on at the next subsequent meeting; however, second readings can be waived for by-laws that do not pertain to personnel decisions.

Policies pertaining to personnel issues, including retention, promotion, tenure and post-tenure review, which are the responsibility of the ranked faculty (tenured and tenure-track) may only be changed by those eligible to vote and require two readings.

⁶ Updating edits, such as those made to the preamble, that are not substantive by-law changes and do not impact the operations of the department, do not need to be voted on by the department (MKT By-law Meeting 9/28/2011).

III. Faculty/Staff Responsibilities

A. Faculty

Faculty responsibilities are referenced in section IV of the Faculty Senate by-laws entitled "Responsibilities of Departments, Department Members and Department Chairpersons." A complete set of the by-laws are available off the Senate webpage under "Senate Articles and By-laws" <http://www.uwlax.edu/facultysenate/>.

Teaching

Faculty are responsible for teaching assigned courses and participating in faculty/teaching development activities such as attending workshops, updating course materials, and advising internship and independent study activities.

Regular Teaching Loads: The normal teaching load for tenured and tenure track faculty in the College of Business Administration is three sections per semester provided that the person meets the scholarly productivity guidelines (http://www.uwlax.edu/ba/faculty/AQ-PQ_CBA.pdf). A nine hour load usually will consist of two preparations. The department chair, in consultations with the dean, may assign newly appointed faculty a nine hour load to stimulate scholarly activities. Faculty whose scholarly output is below the College productivity guidelines normally will be assigned a twelve credit teaching load until they make satisfactory progress toward meeting the guidelines. However, actual teaching loads vary within the university and are influenced by such things as curricular constraints, physical facilities, and accreditation requirements.

The Department Chair, in consultation with the Dean, is responsible for establishing the teaching load for each faculty member and for managing the overall department work load in compliance with university and college guidelines.

Off-term Teaching: The goal of the Marketing Department regarding off-term teaching loads is to serve the needs of students and is developed by the department chair, in consultation with the Dean based on academic strengths, such as degree and rank; seniority; and teaching quality, experience and preferences of the involved faculty in conjunction with the historical "drawing power" of each class.

Compensation for off-term courses is set by the CBA Dean's Office and is subject to change.

Behavioral Guidelines: Faculty members are expected to comply with the following behavioral expectations:

- Hold class as scheduled in the timetable
- Conduct rigorous classes
- Ensure currency of courses
- Maintain grade distributions in line with the departmental average
- Hold a reasonable number of office hours to accommodate student needs
- Select appropriate and current textbooks and other published teaching materials
- Develop and use appropriate syllabi, tests, written assignments, and supplementary handouts

- Adequately prepare for class and use appropriate classroom pedagogy
- Respect the dignity of students by providing fair and equitable treatment

Scholarship

Faculty should be actively working toward meeting or exceeding CBA productivity guidelines. Productivity guidelines are subject to change when revised by the College of Business Administration. (See Appendix A).

Service

Faculty are expected to be actively engaged in service. While there are a variety of service opportunities available to faculty, it is expected that in most years faculty members will advise an appropriate share of marketing advisees; represent the department on a standing CBA committee; serve on departmental committees if asked or eligible; and play an active role on at least one university committee.

Behavioral Guidelines: Faculty members are expected to comply with the following behavioral expectations:

- Faculty members are expected to actively engage in service as evidenced by regular attendance and participation on committees and/or positions of leadership.
- While the department recognizes the ability of faculty members to work on course preparation, grading and scholarship at home, in an attempt to foster collegiality within the department and college and to assist walk-in students with academic needs, faculty are expected to work on campus a reasonable number of hours per week, as established in consultation with the chair of the department.

I have read and understand the performance outcomes and behavioral practices expected of faculty to be retained in the Marketing Department at the University of Wisconsin – La Crosse. I understand that any faculty member with a documented disability (e.g., physical, learning, psychiatric, vision, or hearing, etc.) has a responsibility to notify the Chairperson of the Department and the Disability Resource Services Office (165 Murphy Library) so reasonable accommodations can be arranged. I understand that failure to meet the performance outcomes or comply with the behavioral expectations may affect promotion, retention and tenure decisions.

Faculty Member Name _____ Date _____

B. Instructional Academic Staff Responsibilities and Expectations

Requests for IAS hiring will be presented to the college dean. The request will indicate one of the standard titles from the lecturer or clinical professor series <http://www.uwlax.edu/facultysenate/committees/ias/pages/titling.html> and will outline specific duties including teaching and any additional workload. The typical titles are: Associate Lecturer, Lecturer, Senior Lecturer.

Teaching

University Teaching Load: Total workload for IAS is defined as a standard minimum teaching load plus additional workload equivalency activities.

<http://www.uwlax.edu/facultysenate/41st/3-29-07/IAS%20Appendix%20B.htm>

College of Business Administration Teaching Load: The normal instructional academic staff teaching load within the College of Business Administration is four courses per semester provided that the individual maintains their “participating member” and “academically or professionally qualified” status (http://www.uwlax.edu/ba/faculty/AQ-PQ_CBA.pdf).

Behavioral Guidelines: Instructional Academic Staff members are expected to comply with the following behavioral expectations:

- Hold class as scheduled in the timetable
- Conduct rigorous classes
- Ensure currency of courses
- Maintain grade distributions in line with the departmental average
- Hold a reasonable number of office hours to accommodate student needs
- Select appropriate and current textbooks and other published teaching materials
- Develop and use appropriate syllabi, tests, written assignments, and supplementary handouts
- Adequately prepare for class and use appropriate classroom pedagogy
- Respect the dignity of students by providing fair and equitable treatment

Scholarship

Participation in scholarship activities is encouraged.

Service

Full time Instructional Academic Staff are expected to be actively engaged in service. While there are a variety of service opportunities available, it is expected that in most years Instructional Academic Staff will advise an appropriate share of marketing advisees; represent the department on a standing CBA committee; serve on departmental committees if asked or eligible; and play an active role on at least one university committee.

Behavioral Guidelines: Instructional Academic Staff are expected to comply with the following behavioral expectations:

- Instructional Academic Staff are expected to **actively** engage in service as evidenced by regular attendance and participation on committees and/or positions of leadership.
- While the department recognizes the ability of faculty and instructional academic staff to work on course preparation, grading and scholarship at home, in an attempt to foster collegiality within the department and college and to assist walk-in students with academic needs, instructional academic staff are expected to work on campus a reasonable number of hours per week, as established in consultation with the chair.

I have read and understand the performance outcomes and behavioral practices expected of instructional academic staff to be retained in the Marketing Department at the University of Wisconsin – La Crosse. I understand that any IAS member with a documented disability (e.g., physical, learning, psychiatric, vision, or hearing, etc.) has a responsibility to notify the Chairperson of the Department and the Disability Resource Services Office (165 Murphy Library) so reasonable accommodations can be arranged. I understand that failure to meet the performance outcomes or comply with the behavioral expectations may affect retention and promotion decisions.

IAS Member Name _____ Date _____

C. Non Instructional Academic Staff Responsibilities and Expectations

Not applicable

D. Student Evaluation of Instruction

The department will follow the UW-L SEI policy and procedure available off the Faculty Senate webpage <http://www.uwlax.edu/facultysenate/>

Ranked Faculty & SEIs. Results from the Faculty Senate approved SEI questions are required for retention, tenure, and promotion in the form of (1) the single motivation item and (2) the composite SEI consisting of the 5 common questions. These numbers will be reported using the Teaching Assignment Information (TAI) form. The department will add both the motivation item and the composite SEI fractional median for each course. In addition, the candidate's overall fractional median for the term on both the single motivation item and the composite SEI are reported. Finally, the department adds the departmental fractional median for both the single motivation item and the composite, the minimum and maximum composite SEI for the department, and the candidate's rank in SEI scores relative to all departmental ranked faculty (tenure-track or tenured) for that term (e.g. 3 of 15). SEI evaluations are not collected for MKT 400, 415, 450, 499, BUS 700 and 799.

In situations where courses are team-taught, the department will use student evaluations of the team, rather than individual evaluations, for merit and reporting purposes to the extent allowed at the college and university level.

In situations where the UW-L Faculty Senate approved questions are not allowed (e.g., MBA Consortium classes), the department will use the average of all questions evaluative of the instructor in the approved student evaluation instrument.

IAS renewal and career progression. The same information as above is reported.

IV. Merit Evaluation (Annual Review)

The merit evaluation process shall be based upon teaching, research, professional service, and contribution to the University. The results of merit reviews for all ranked faculty who have completed at least one academic year at UW-L are due to the Dean's Office on **Dec. 15 annually**. Merit reviews reflect activities during the prior academic year ending June 1.

All faculty and IAS have a **June 1st** deadline for entering teaching, scholarship, and service activities into the electronic portfolios system (Digital Measures) on activities from the prior year June 1st – May 31st.

A. Evaluation Processes & Criteria

1. Faculty

Merit Eligibility

To be considered eligible for merit, a faculty member must:

- Have conducted an approved Student Evaluation of Instruction for all courses taught Fall and Spring semesters, excluding MKT 400, 415, 450, 499, BUS 700 and 799.
- Each faculty member will complete the standard department Faculty Merit Evaluation Outline (Appendix B) **by June 1st** reflecting activities from the prior year June 1st – May 31st and will save it as a Word document on the M Drive.
- Have updated teaching, scholarship and service activities for the prior academic year into the electronic portfolio system (Digital Measures) **by June 1st**.
- Be able to provide written documentation for any activity for which a faculty member wishes to receive merit points.

Merit Evaluation Committee

The evaluation process of all tenured and tenure track members, including the chair of the department, will be conducted by the Merit Committee and shall be comprised of all tenured and tenure-track members in the department subject to the merit evaluation process. The Merit Committee will elect a chair to manage the evaluation process. The chair will remain in the position for at least one year and until a new vote is requested by any member of the Merit Committee. The Department Chair is not eligible to chair the committee.

Merit Process

Each member of the committee will evaluate all other members' written materials in accordance with the evaluation guidelines provided in these by-laws (**See Appendix C for Faculty Merit Scoring Sheet**). No committee member will evaluate his/her own materials. The committee will meet to discuss the scores assigned by the other committee members for each faculty member in regard to teaching, research and service. Each member of the committee will then have the opportunity to modify merit scores assigned for each faculty

member so as to be more in agreement with the committee as a whole. The chair of the committee will calculate the average merit points received for each faculty member. These averages will be aggregated to form a total departmental point score. In addition, the chair of the committee will report each faculty member's rank order by evaluator. Total departmental points will be divided into the total dollar pool to calculate the value per point. If the rank order of faculty is consistent across all members of the Merit committee, the per-point-value will simply be multiplied by the average number of merit points assigned to each faculty member by the Merit committee as-a-whole.

If the rank ordering of faculty is inconsistent across members of the Merit committee, the chair of the committee will distribute the results to committee members and convene the committee to discuss the scores. Committee members may then revise their merit evaluations a second time and resubmit them to the committee chair. The chair will recalculate the merit scores to obtain the final overall point ratings.

Merit Classes

The Department of Marketing recognizes two distinct classes of Merit salary adjustments: Solid Performance and Extraordinary Merit.

Solid performance: Solid performance merit adjustments are earned insofar as faculty are meeting the minimum expectations of their position as a member of the department. Individuals qualifying for solid performance, will receive the state-allotted solid performance raise. To earn "solid performance" an individual must have attained a Rank of 4 or better (See Appendix D) according to departmental SEI guidelines for teaching performance and earned a minimum of 400 points as determined by the Merit committee.

Extraordinary Merit: Extraordinary Merit recognizes the need to differentially reward faculty for levels of performance and individual accomplishments that exceed the minimum expectations of the department. To be eligible for merit compensation, an individual must have excellent teaching performance (as evidenced by earning a Rank 1 or 2 according to departmental SEI guidelines) as determined by the Merit committee and be meeting CBA Scholarly Productivity Guidelines. Probationary tenure-track faculty in years 1-3 need to be meeting the retention criteria for evaluation of faculty related to scholarship (see retention guidelines, pg 22) or, by year 4 meeting CBA Scholarly Productivity Guidelines.

Merit Evaluation Criteria

The three areas of greatest importance to the merit evaluation process will be weighted as follows:

- Teaching - 50 percent
- Scholarship - 30 percent
- Service - 20 percent

Specific Merit Guidelines

Teaching (500 points max.):

- Student Evaluation Score**

Classroom performance of all faculty members in the department shall be evaluated Fall and Spring semesters using the Faculty Senate approved SEI questions or an alternate approved evaluation of instruction instrument in situations where the UW-L Faculty Senate approved questions are not allowed*. The composite fractional median consisting of the 5 common questions will be used as the measure of faculty member performance. A faculty member's annual performance measure is the simple average of the composite fractional medians earned for both semesters during the calendar year.

Classroom performance will be evaluated using the following SEI guidelines:

• Rank 1	4.5-5.0*	350 points
• Rank 2	4.00-4.49*	325 points
• Rank 3	3.50-3.99*	275 points
• Rank 4	3.00-3.49	200 points
• Rank 5	2.50-2.99*	100 points
• Rank 6	2.00-2.49*	50 points
• Rank 7	Less than 2.00*	0 points

* A faculty member within .20 points of the cutoff for a given rank may be awarded the higher rank if deemed appropriate by the Merit committee due to extraordinary circumstances facing the faculty member in a given semester. Examples of extraordinary circumstances include, but are not limited to: a new course preparation; substantially new teaching method (style/ project); course content; personal or family illness or disability.

** SEI scores for all courses taught Fall and Spring semesters, excluding MKT 400, 415, 450, 499, BUS 700 and 799 will be used in this calculation.

➤ Teaching Development

The remaining 150 merit teaching points will be allocated on the basis of "teaching work". The assignment of these points is intended to reward faculty for extraordinary contributions and is subject to a maximum of 150 points.

Course Innovation

1.	New course preparation (course not taught in last 2 years)	50 pts
2.	Initial course move from F2F to online environment	40 pts
3.	Adoption of new text book or other major innovation/change	30 pts
4.	Adoption of new edition or moderate innovation/change	20 pts
5.	Minor innovation – new project; live projects or pedagogical change	10 pts

Professional Development

1.	Certificate or Major Development Experience (e.g., UW Consortium online training; CGBP certification; FDIB programs)	30 pts
2.	Moderate Development Experience (e.g., 1-2 Day workshop; Writing Emphasis certification)	20 pts
3.	Minor Development Experience (e.g., 4 hour workshop; Teaching & Learning Conference)	10 pts/20 pt. max
4.	Seminar (e.g., 1-2 hour speaker; CATL or ASoL workshop)	5 pts/20 pt. max

Other

- Internship advisor 5 pts/30 pt maximum
- Independent study 10 pts/30 pt maximum
- Graduate Independent study 15 pts/30 pt maximum
- Use of guest speakers 5 pts/25 maximum
- Receipt of external teaching-related grant 20 pts
- Receipt of internal teaching-related grant 10 pts
- Extra-meritorious teaching performance up to 50 pts
(up to 10%; can't exceed subcategory -- 50 points)

Scholarship (300 points max.):

- Refereed Journal Articles
 1. Premier publications 150 points (UWL CBA A List Journals)
 2. Quality publications 100 points (acceptance rates ≤ 60%)
 3. Low Quality publications 50 points (acceptance rates > 60%)

Refereed Journal Articles will be given credit in the year accepted in journals listed in the current *Cabell's Directory of Publishing Opportunities in Business and Economics*, consistent with the College of Business Administration's Scholarly Productivity Guidelines. Other acceptable journals will be considered subject to those guidelines.

- Refereed Research Presentations 50 points (sole or co-authored)
(regardless of who gives presentation)
- Non-peer Reviewed Presentations (panel presentations) 10 pts/30 maximum
- Cases and Non-Refereed Articles in Publication (20 pts. ea.)
- Funded Grants
 1. Funded External Research Grant 30 pts
 2. Funded Internal Research Grant 20 pts
 3. CBA Grant Related to Start-Up 0 pts
- Books, Monographs, Technical Reports, Non-Refereed Publications - Up to 30 pts.
- Undergraduate Research unrelated to teaching responsibilities resulting in undergraduate research publication (e.g., UW-L Undergraduate Research Journal) or presentation 20 pts. each/60 pt maximum.
- Extra-meritorious scholarship performance up to 10%; can't exceed subcategory (30 pts)

*All publications will be considered for the year in which they are accepted.

**Co-authored papers count as a "full" hit for each author.

Service (200 pts. max.):

University and College Service

- Membership on University or College Committee/Task Force 20 pts
- Committee Chair or elected position of responsibility 10 pts
- Assurance of Learning Reading Up to 20 pts/instance
- Attendance at University, College or Departmental Functions such as Graduation or Chancellor Address 5 pts/20 pt maximum

➤ Department Level Service (150 pts. max.)

- Recruiting - meeting with high school students 5 pts/20 pt maximum
- AMA Organization advisor 20-50 pts
- Academic advising Up to 20 pts
 - Committee member (Search & Screen; PRT/PTR counted as one) 20/instance
 - Committee member (By-law or Merit) 5 pts each
 - Committee member (Departmental Curriculum) 0 pts
 - Committee member (Ad-hoc or Task Force) 20/instance
 - Committee chair 10/instance
- Library liaison 10 points
- Assessment coordinator 20 points
- Core Course coordinator 10 points
- Departmental Assurance of Learning Reading 0 points

➤ Professional Service

- Ad hoc reviewer for scholarly journal or other refereed publication 10 per journal article/10 pts per conference; 20 maximum
- Editorial board member, refereed journal 15 pts/instance
- Officer/board member, professional society 10 pts/instance
- Committee Chair, professional society 20 pts/instance
- Committee Member, professional society 10 pts/instance
- Discussant/Session chair, professional conference - 5/instance; 10 maximum
- Member of professional association requiring annual dues 10 pts
- Relevant professional service to the community 10 pts./instance

➤ Departmental Chair up to 100 points

➤ Additional service-related merit points - up to 10%; cannot exceed subcategory (20)

* The specific guidelines provided are not intended to serve as rigid criteria for merit categories. They emphasize only certain aspects of performance and should not be interpreted as exhaustive. All information provided on a department member's merit evaluation form must be evaluated by the Merit committee in accordance with these bylaws.

2. Instructional Academic Staff (if included in merit processes, otherwise see VI).
Not Applicable

3. Non-Instructional Academic Staff (if included in merit processes, otherwise see VII).
Not Applicable

4. Department Chair (if applicable)

The department chairperson participates in the faculty merit evaluation process in the same manner as all other faculty.

B. Distribution of Merit Funds

Merit point calculations:

The merit points earned by each faculty member in the current year will be arithmetically averaged with that individual's merit point totals from the past two years. Consequently, each individual's merit total for a given year (n) will be the simple average of their merit point totals for the most recent three year period $[(n)+(n-1)+(n-2)] / 3$. Faculty members with fewer than three full years of service will receive the departmental average of merit points for the full year(s) in which they have not been at UWL.

In cases where faculty members who do not have merit numbers for a given year due to administrative responsibilities, sabbatical, or courses taught, the departmental average will be used.

* This merit pay increase will have no impact on other monies for which a faculty member may be eligible.

C. Appeal Procedures (if applicable)

Members who wish to appeal a merit decision are required to do so within 7 days of notification. The Department Chair and Chair of the Merit committee must receive, in writing, a request to schedule a meeting of the Merit committee to reconsider the requesting member's merit status.

V. Faculty Personnel Review

The department will follow the policies regarding retention and tenure described in the Faculty Personnel Rules (UWS 3.06 - 3.11 and UWL 3.06 -3.08)

<http://www.uwlax.edu/hr/rules/index.htm>.

Tenure/retention decisions will be guided by the criteria established in the by-laws at the time of hire unless a candidate elects to be considered under newer guidelines. The criteria outlined in Section V. A & V. B. "Faculty Personnel Review" in these by-laws should be applied to faculty with a contract date after

May 6, 2015

[INSERT DATE ADOPTED BY DEPARTMENT]

The department will follow policies guiding part-time appointments for faculty and tenure clock stoppage available on the Human Resources website.

Promotion, Retention and Tenure Committee (PRT)

The Promotion, Retention and Tenure Committee for the Marketing Department shall consist of all tenured members in the department. In such case that the PRT committee has fewer than 3 members, the Dean of the College of Business Administration will place another tenured CBA faculty member on the committee. This committee will be responsible for retention, tenure, post-tenure review, and promotion decisions. No member of the committee who is eligible for promotion or post-tenure review shall take part in his or her promotion or post-tenure review decision. The chair of the department is not eligible to chair the committee.

The Philosophy Underlying the Stated Minima

The following stated criteria are guidelines to establish minimum performance in each category. As these are minimum criteria, the achievement of the minimum in each category will not be considered sufficient for retention, tenure or promotion. Performance well above the minimum level is expected in teaching competency or scholarship.

* The following statements of minimum criteria are based on the assumption of sufficient resources to support the kinds of activities specified.

A. Retention (procedure, criteria and appeal)

The retention decision requires that, in the judgment of the PRT committee, the faculty member will have met or demonstrates the potential to meet the criteria for tenure as outlined in this document. Meeting solid performance for merit does not necessarily demonstrate potential to meet the criteria for tenure. If the committee reappoints with reservations, reservations should be clearly documented and discussed with the faculty member being reviewed.

Procedure for Retention

The Department chairperson shall give written notice of the department review to each faculty member subject to review at least 20 days prior to the review. At least 7 days prior to the review, the probationary faculty member shall provide the chairperson of the department with the following information:

i. Faculty under review provide an electronic portfolio related to their teaching, scholarship, and service activities extracted from their date of hire to date of review. Hyperlinked syllabi are required and the candidate may choose to provide additional evidence. Additional materials may be required for departmental review and will be indicated in these by-laws.

- The materials provided in the electronic portfolio should summarize the relevant activities outlined in the IAS and Faculty Review Outline. **See Appendix E.**
- Scholarship materials the faculty member wishes the committee to consider should be hyperlinked in the electronic portfolio.
- The department chairperson shall provide the the PRT Committee with the following information: (1) Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and (2). Merit evaluation data (if available).

ii. Departments will provide the following materials to the dean: 1. Department letter of recommendation with vote; 2. Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and 3. Merit evaluation data (if available).

iii. The initial review of probationary faculty shall be conducted by the tenured faculty of the appropriate department in the manner outlined below.

The Chair of the department will organize the materials provided and distribute electronic or hard copies to all members of the PRT committee. Each member of the committee will review the written materials and be prepared to make recommendations to the committee concerning the faculty member's performance in the areas of teaching, scholarship, professional and public service, and contributions to the University. The Committee will then meet in closed session to evaluate the faculty member's performance.

The PRT committee chair and department chair, together, will write and submit the department letter of recommendation with vote, along with any necessary documentation, to the dean and to the faculty member being reviewed advising them of the findings of the committee. A confidential file of the review will also be kept within the department. The file should contain all documents and correspondences involved in the evaluation of the faculty member. A copy of all items in the file of the individual faculty member may be given to that member.

iv. Starting with tenured-track faculty hired effective Fall 2008, all first-year tenure-track faculty will be formally reviewed in the spring of their first year. A departmental letter will be filed with the Dean and HR. Formal reviews resulting in contract decisions will minimally occur for tenure-track faculty in their 2nd, 4th and 6th years.

Criteria For Evaluation of Faculty

Teaching Competency (50%)

Performance Outcomes Expected of Faculty:

- Teaching competency as evidenced by student ratings meeting rank 1 - 3 (See Appendix D).
- Evidence of faculty/teaching development, including innovations in pedagogy and advanced training related to one's discipline and/or improvement of instruction.

Behavioral Guidelines Expected of All Faculty:

- Hold class as scheduled in the timetable
- Conduct rigorous classes
- Ensure currency of courses
- Maintain grade distributions in line with the departmental average
- Hold a reasonable number of office hours to accommodate student needs
- Select appropriate and current textbooks and other published teaching materials
- Develop and use appropriate syllabi, tests, written assignments, and supplementary handouts
- Adequately prepare for class and use appropriate classroom pedagogy
- Respect the dignity of students by providing fair and equitable treatment

Scholarship (30%)

Scholarship includes activities such as writing published articles, paper presentations at professional meetings, authoring cases or books.

Performance Outcomes Expected of Faculty:*

- Scholarship activity meeting or exceeding CBA scholarly productivity guidelines (See Appendix A). Scholarly productivity guidelines are subject to change when revised by the College of Business Administration. (Expected by 4 year review; required for tenure)
- Reasonable progress should be made toward meeting CBA productivity guidelines as evidenced by having a minimum of one accepted manuscript by the end of 3 years at UW-L.
- Reasonable progress should be being made toward meeting CBA productivity guidelines as evidenced by research grant activity, conference presentations, or paper submissions (Expected by 2 year review).

*Probationary tenure-track faculty may be granted a reduced course load up to 5 years to facilitate research productivity. This is not equivalent to meeting retention guidelines.

Service (20%)

Service includes memberships and offices in professional organizations, participation in professional meetings, and consulting when one's professional expertise has been recognized. This also includes professional service to the community and the university that create positive contributions to the university, such as securing grants; generating funds for the department or College of Business Administration; contributing to special efforts by the community; service to students through formal and informal contacts as academic advisors and counselors; supervision of internships or independent studies; and participation in committees and task forces at the department, college and university levels.

Performance Outcomes Expected of Faculty:

The faculty member must have a minimum level of service activity in three of the following areas:

- The faculty member must be a member of at least one national and/or regional professional organization that is related to the faculty member's discipline, whose mission is consistent with the Department's current goals and must have attended at least one of such organization's conferences, served as a reviewer, or served as a track chair within the last two academic years.
- The faculty member must have demonstrated professional or professionally relevant community service within the last two academic years (e.g., SBDC)
- The faculty member must demonstrate involvement with students through advising and career counseling, acting as an advisor to a professional student organization, or through some other means.
- The faculty member must take an active role in a departmental ad hoc and/or standing committee.
- The faculty member must take an active role in one of the following College committees:
 - Undergraduate Curriculum Committee
 - Graduate Committee
 - Scholarship Committee
 - International Business Advisory Committee
 - Any ad hoc committees or working groups designed to address specific issues
- The faculty member must take an active role on any university committee listed by the Committee on Committees or any ad hoc or working group designed to address specific issues. (See Appendix F).

Behavioral Guidelines Expected of All Faculty:

- Faculty members are expected to **actively** engage in service as evidenced by regular attendance and participation on committees and/or positions of leadership.
- While the department recognizes the ability of faculty members to work on course preparation, grading and scholarship at home, in an attempt to foster collegiality within the department and college and to assist walk-in students with academic needs, faculty are expected to work on campus a reasonable number of hours per week, as established in consultation with the chair of the department.

Appealing a Retention Decision

The faculty member shall have all the rights of appeal as outlined in Chapter 3 of the Unclassified Personnel Rules (<http://www.uwlax.edu/hr/rules/Ch3.htm>), more specifically UWL 3.06 Renewal of appointments and granting of tenure; UWL 3.07 Non-renewal of probationary faculty member's appointment; UWS 3.08 Appeal of a non-renewal decision.

The text for these sections of chapter 3, **as of November 2011**, is provided in **Appendix G**.

B. Tenure Review and Departmental Tenure Criteria (if applicable)

The granting of academic tenure represents a long-term commitment of institutional resources which requires proof of excellence in past performance and a forecast that an individual faculty member's intellectual vitality and future contributions will continue to be of high quality for many years to come. (From *Mentor in a Manual: Climbing the Academic Ladder to Tenure*, by A. Clay Shoenfeld and Robert Magnan. Magna Publications, 1993). A major distinction between the decision for tenure and the decision for retention or promotion lies in the future orientation of tenure. The tenure decision follows and is based on two complementary judgments: (1) The competency and promise of the faculty member; and (2) The future needs of the university.

Procedure for Tenure

The Department chairperson shall give written notice of the department review to each faculty member subject to tenure review at least 20 days prior to the review. At least 7 days prior to the review, the probationary faculty member shall provide the chairperson of the department with the following information:

- i. Faculty under review provide an electronic portfolio related to their teaching, scholarship, and service activities extracted from their date of hire. Hyperlinked syllabi are required and the candidate may choose to provide additional evidence. Additional materials may be required for departmental review and will be indicated in these by-laws.
 - The materials provided in the electronic portfolio should summarize the relevant activities outlined in IAS and Faculty Review Outline (See Appendix E).
 - Scholarship materials the faculty member wishes the committee to consider should be hyperlinked in the electronic portfolio.
 - The department chairperson shall provide the PRT Committee with the following information: (1) Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and (2) Merit evaluation data (if available) for all prior years at UW-L.
- ii. Departments will provide the following materials to the dean: 1. Department letter of recommendation with vote; 2. Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and 3. Merit evaluation data (if available) for all prior years at UW-L.
- iii. The tenure review of faculty shall be conducted by the tenured faculty of the appropriate department in the manner outlined below.

The chair of the department will organize the materials provided and distribute electronic or hard copies for all members of the PRT committee. Each member of

the committee will review the written materials and be prepared to make recommendations to the committee concerning the faculty member's performance in the areas of teaching, scholarship, professional and public service, and contributions to the university. The committee will then meet in closed session to evaluate the competency and promise of the faculty member.

The PRT committee chair and department chair, together, will write and submit the department letter of recommendation with vote, along with any necessary documentation, to the dean and to the faculty member being reviewed advising them of the findings of the committee. A confidential file of the review will also be kept within the department. The file should contain all documents and correspondences involved in the evaluation of the faculty member. A copy of all items in the file of the individual faculty member may be given to that member.

iv. Tenure-track faculty will typically be evaluated for tenure in their 6th year of service with the tenure decision taking effect in the 7th year. A departmental letter will be filed with the Dean and HR.

Criteria For Tenure Evaluation of Faculty

The following stated criteria are guidelines to establish minimum performance in each category. As these are minimum criteria, the achievement of the minimum in each category will not be considered sufficient for tenure. Performance well above the minimum level is expected in teaching competency or scholarship.

Teaching Competency (50%)

Performance Outcomes Expected for Tenure:*

- Teaching Competency as evidenced by student ratings meeting rank 1-2 is expected; rank 3 is required but is considered to be the minimum level (See Appendix D).
- Evidence of faculty/teaching development, including innovations in pedagogy and advanced training related to one's discipline and/or improvement of instruction.

*It is expected that the probationary faculty member will be meeting these guidelines for the majority of semesters.

Behavioral Guidelines Expected of All Faculty:

- Hold class as scheduled in the timetable
- Conduct rigorous classes
- Ensure currency of courses
- Maintain grade distributions in line with the departmental average
- Hold a reasonable number of office hours to accommodate student needs
- Select appropriate and current textbooks and other published teaching materials
- Develop and use appropriate syllabi, tests, written assignments, and supplementary handouts
- Adequately prepare for class and use appropriate classroom pedagogy
- Respect the dignity of students by providing fair and equitable treatment

Scholarship (30%)

Scholarship includes activities such as writing published articles, paper presentations at professional meetings, authoring cases or books.

Performance Outcomes Expected for Tenure:

- Scholarship activity exceeding CBA productivity guidelines is expected; meeting CBA productivity standards is considered minimum level. Productivity guidelines are subject to change when revised by the College of Business Administration. (See Appendix A)

Service (20%)

Service includes memberships and offices in professional organizations, participation in professional meetings, and consulting when one's professional expertise has been recognized. This also includes professional service to the community and the university that create positive contributions to the university, such as securing grants; generating funds for the Department or College of Business Administration; contributing to special efforts by the community; service to students through formal and informal contacts as academic advisors and counselors; supervision of internships or independent studies; and participation in committees and task forces on the department, college and university levels.

Performance Outcomes Expected for Tenure:

The faculty member must regularly have a minimum level of service activity in three of the following areas:

- The faculty member must be a member of at least one national and/or regional professional organization that is related to the faculty member's discipline, whose mission is consistent with the Department's current goals and must have attended at least one of such organization's conferences, served as a reviewer, or served as a track chair within the last two academic years.
- The faculty member must have demonstrated professional or professionally relevant community service within the last two academic years (e.g., SBDC)
- The faculty member must demonstrate involvement with students through advising and career counseling, acting as an advisor to a professional student organization, or through some other means.
- The faculty member must take an active role in a departmental ad hoc and/or standing committee.
- The faculty member must take an active role in one of the following College committees:
 - Undergraduate Curriculum Committee
 - Graduate Committee
 - Technology Advisory Committee
 - Scholarship Committee

- International Business Advisory Committee
 - Ad hoc committees/working groups designed to address specific issues
- The faculty member must take an active role on any university committee listed by the Committee on Committees or any ad hoc or working group designed to address specific issues (See Appendix F).

Behavioral Guidelines Expected of All Faculty:

- Faculty members are expected to **actively** engage in service as evidenced by regular attendance and participation on committees and/or positions of leadership.
- While the department recognizes the ability of faculty members to work on course preparation, grading and scholarship at home, in an attempt to foster collegiality within the department and college and to assist walk-in students with academic needs, faculty are expected to work on campus a reasonable number of hours per week, as established in consultation with the chair of the department.

Appealing a Tenure Decision

The faculty member shall have all the rights of appeal as outlined in the *UW-L Faculty Personnel Rules, chapter 3* (<http://www.uwlax.edu/hr/rules/Ch3.htm>), more specifically UWL 3.06 Renewal of appointments and granting of tenure; UWL 3.07 Non-renewal of probationary faculty member's appointment; UWS 3.08 Appeal of a non-renewal decision.

The text for these sections of chapter 3, at the time these by-laws were written, is provided in Appendix G.

C. Post-tenure Review

The post-tenure review process shall be based upon teaching, scholarship, professional and public service, and contributions to the University. All tenured faculty members are subject to the post-tenure review process. This review will be performed every five years to encourage and support the meaningful growth and development of faculty in ways that positively contribute to the missions of the University, the College of Business Administration and the Department of Marketing.

Procedure for Post-tenure Review

The department chairperson shall give written notice of the department review to each faculty member subject to post-tenure review at least 20 days prior to the review. At least 7 days prior to the review, the faculty member shall provide the chairperson of the department with electronic copies of the merit evaluation forms (Appendix B) that have been submitted to the department Merit Committee over the five-year review period, recent syllabi for all courses taught, and scholarship materials the faculty member wishes the committee to consider.

In the event that a tenured faculty member chooses not to participate in the post-tenure review process, they will not be eligible to participate in the merit process until they have participated in the post-tenure review process.

The department chairperson shall provide the PRT Committee with the following information: (1) Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and (2) Merit evaluation data for the last five years.

The post-tenure review of faculty shall be conducted by the PRT committee in the manner outlined below. When the chair of the PRT committee is the subject of the post-tenure review, the PRT committee will elect by simple majority a substitute to lead the meeting.

The Chair of the department will organize the materials provided and distribute electronic or hard copies for all members of the PRT Committee. Each member of the Committee will review the written materials and be prepared to make recommendations to the Committee and the faculty member regarding performance in the areas of teaching, scholarship, professional and public service, and contributions to the University.

All PRT committee members (apart from the one being evaluated), together, will write and submit the department letter summarizing the review to the dean and to the faculty member being reviewed advising them of the committee's findings. The department will also provide any other information used in the review that is requested by the dean. The departmental letter will be filed with the Dean and HR. A confidential file of the review will also be kept within the department. The file should contain all documents and correspondences involved in the evaluation of the faculty member. A copy of all items in the file of the individual faculty member may be given to that member.

Criteria for Evaluating Tenured Faculty

Specific guidelines for post-tenure review will be the same as the guidelines for merit. If the faculty member has regularly met the standards for extraordinary merit and conformed to the behavioral guidelines for the past five years, no developmental issues will be raised.

Significant Areas of Concern in Performance

If, according to the post-tenure review process, a faculty member is judged to have significant areas of concern in performance, a list of these areas of concern will be given to the faculty member by the Department Chair. All members of the PRT Committee and the Associate Dean of the College of Business Administration will then meet with the faculty member to develop and write a plan to address the areas of concern, within a reasonable period of time.

If the identified areas of concern or departmental plan for the remedy of areas of concern cannot be resolved within the department, then:

- a. The Department will notify the Dean of the College of Business Administration, in writing, and will outline the results of the post-tenure review process and the recommended plan for improvement.
- b. The PRT committee members, the Associate Dean, the Dean, and the faculty member identified as having significant areas of concern shall meet to review the department's recommendations and, if appropriate, to amend the plan or other action (s) to help the faculty member remedy any identified areas of concern.

At an agreed upon date, the PRT Committee and the Associate Dean shall meet with the faculty member with identified areas of concern to review the results of the plan to overcome the areas of concern.

- a. If the areas of concern have been eliminated, the PRT committee members (apart from the member being evaluated), together, will write the faculty member a letter stating that the areas of concern have been eliminated and the letter will be placed in the faculty member's file. The Department Chair will send the letter to the Dean and all individuals involved in the process stating that the areas of concern have been eliminated.
- b. If the areas of concern have not been eliminated, the faculty member shall meet with the Department Chair and the Dean to establish a plan to remedy of the areas of concern.

Appealing a Post-tenure Review Decision

In the case of a negative review, the faculty member shall have all the rights of appeal as outlined in the *UW-L Faculty Personnel Rules*, chapter 6.01 and 6.02.

D. Faculty Promotion Procedures (procedure, criteria and appeal)

The department will follow the guidelines and schedules regarding faculty promotion available at <http://www.uwlax.edu/hr/promo-resources.htm>. Promotion is a privilege based upon qualifications exceeding established minimal criteria and is recommended by an informed collective peer judgment. All candidates for promotion will be judged on “teaching, scholarship, professional and public service, and contributions to the University.”

Departmental Procedure for Promotion

The timeframe for the following procedures must be in accordance with the university calendar available at <http://www.uwlax.edu/hr/promo-resources.htm>.

The Department chairperson shall give written notice of eligibility for promotion to each faculty member eligible at least 20 days prior to the review. At least 7 days prior to the departmental review, the faculty member shall provide the chairperson of the department with the following information:

- i. Faculty under review provide an electronic portfolio related to their teaching, scholarship, and service activities extracted from their date of last promotion to date of review. Hyperlinked syllabi are required and the candidate may choose to provide additional evidence. Additional materials may be required for departmental review and will be indicated in these by-laws.
 - The materials provided in the electronic portfolio should summarize the relevant activities outlined in the IAS and Faculty Review Evaluation Outline (See Appendix E) and should comply with the university procedural requirements listed at <http://www.uwlax.edu/hr/promo-resources.htm>.
 - Scholarship materials the faculty member wishes the committee to consider should be hyperlinked in the electronic portfolio.
 - The department chairperson shall provide the PRT Committee with the following information: (1) Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and (2). Merit evaluation data (if available).
- ii. The department will provide the following materials to the dean: 1. Department letter of recommendation with vote; 2. Teaching assignment information (TAI) datasheet that summarizes the courses taught, workload data, grade distribution and SEIs by individual course and semester (which are only available after completing a full academic year) and departmental comparison SEI data; and 3. Merit evaluation data (if available).
- iii. The review for promotion shall be conducted by the department PRT committee.

The Chair of the department will organize the materials provided and distribute electronic or hard copies for all members of the PRT Committee. Each member of the Committee will review the written materials and be prepared to make recommendations to the Committee concerning the faculty member's performance

in the areas of teaching, scholarship, professional and public service, and contributions to the University. The Committee will then meet in closed session to evaluate the faculty member's performance.

The PRT committee chair and department chair, together, will write and submit the department letter of recommendation with vote, along with any necessary documentation, to the dean and to the faculty member being reviewed advising them of the findings of the committee. A confidential file of the review will also be kept within the department. The file should contain all documents and correspondences involved in the evaluation of the faculty member. A copy of all items in the file of the individual faculty member may be given to that member.

iv. The dean submits a document with a signed declarative statement such as "I agree with the recommendation of the department." If the Dean's recommendation is at variance with the department recommendation, the document should explain the reasons for the Dean's dissenting opinion.

A positive recommendation from a candidate's department is only the first step to achieve promotion. All candidates should understand clearly that eligibility status and departmental and college recommendation does not assure or imply that a promotion will be made. Senate Bylaw I.P requires that members of the JPC also judge each promotion candidate on his or her teaching, scholarship, and service.

Departmental Criteria for Promotion

To be eligible for promotion by the department, the candidate must:

- Meet or exceed university requirements for promotion
- Be a competent teacher as evidenced by student ratings meeting rank 1-2* (See Appendix D)
- Meet or exceed CBA Scholarly Productivity Requirements
- Be regularly engaged in service to the department, college, and university or community. Willingness to take on leadership roles is viewed favorably.

**It is expected that the probationary faculty member will be meeting these guidelines the majority of semesters prior to promotion.*

University Criteria for Promotion

Assistant to Associate: Promotion from assistant to associate professor depends upon clear demonstration of strong teaching and a growing record of scholarship and service. At this level, the JPC is looking for evidence of effective classroom instruction and a pattern of scholarship and service that lays a coherent basis for continued growth.

Typical expectations for Associate Professors are:

- Earned doctorate degree or accepted terminal degree in the field
- A minimum of five years of teaching or other appropriate experience.
- A minimum of three years completed in rank as an assistant professor at University of Wisconsin-La Crosse
- Well respected within the department for excellence in teaching and for taking an active role in improving the level of instruction in the department.
- Faculty member with an established scholarly program who has taken an active role in service to the department and participates in university and professional service.

Associate to Full: Promotion from associate to full professor depends upon demonstrating a sustained record of accomplishment in teaching, a mature program of scholarship, and a leadership role in service within the university community. Typical expectations for Full Professors are:

- Earned doctorate degree or accepted terminal degree in the field
- A minimum of 10 years full-time college-university teaching or other appropriate experience.
- A minimum of two years completed in rank as an associate professor at University of Wisconsin-La Crosse
- Well respected within the department for excellence in teaching and who has taken a leadership role in enhancing the curriculum in the department.
- Faculty member with a continuing scholarly program.
- Strong leadership in department service and is well respected at the school or college level for university and professional service.

In general, activity conducted by the candidate prior to joining the faculty at UW-L may be given less weight than activity conducted since becoming a UW-L faculty member. Candidates should provide evidence in all three areas for their time at UW-L.

Appealing a Promotion Decision

Department Level: Within 7 days of receiving the written reasons for a negative decision, the candidate may, by writing to the department chair and carbon copying the Marketing PRT Committee chair, appeal the PRT Committee recommendation. An appeal review shall take place within 10 days of the filing date. The faculty member shall be given at least 7 days notice of such review.

Written notice of the reconsideration decision shall be transmitted to the candidate and appropriate dean within seven days.

University Level: Within 7 days of receiving the written reasons for a negative decision, the candidate may, by writing to the Joint Promotion Committee chair, appeal the Joint Promotion Committee recommendation. An appeal review shall take place within 14 days of the filing date. The faculty member shall be given at least 7 days notice of such review.

The burden of proof in such an appeal shall be on the faculty member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:

- (a) Conduct, expressions, or beliefs that are constitutionally protected, or protected by the principles of academic freedom, or
- (b) Factors proscribed by applicable state or federal law regarding fair employment practices, or
- (c) Improper consideration of qualifications for promotion. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a faculty member in question if material prejudice resulted because of any of the following:
 1. The procedures required by rules of the faculty or board were not followed, or
 2. Available data bearing materially on the quality of performance were not considered, or
 3. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

Written notice of the results of the appeal shall be transmitted to the candidate and appropriate department chair within seven days.

VI. Instructional Academic Staff Review

A. Annual Review

In Accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, academic staff will be evaluated annually. The Individual Development Plan (IDP) form will accompany the department's evaluation. IDP Form:

<http://www.uwlax.edu/hr/current/IDP/IDP.htm>

Academic staff shall be evaluated annually on teaching, scholarship, and service performance by the PRT Committee using the same process that is used for faculty retention decisions (See section V.A. of these by-laws). Participation in scholarship activities by Instructional Academic Staff is not required, but is encouraged and evaluated positively. See performance outcomes and behavioral guidelines under Instructional Academic Staff Responsibilities and Expectations.

Part-time academic staff shall not require annual evaluation by the PRT Committee.

B. Career Progression Procedures⁷

Policies and procedure guiding career progression for IAS are available at <http://www.uwlax.edu/facultysenate/committees/ias/pages/CareerProgression.html>.

Instructional Academic Staff should review the *Career Progression and Portfolio Development* at UW-L website,

<http://www.uwlax.edu/facultysenate/committees/IAS%20documents/IAS%20Career%20Progression%20&%20Portfolio%20Dev.htm>.

C. Appeal Procedures (re: Annual Review)

Under current rules academic staff do not have the rights to review provided to faculty if they have fixed term appointments. Non renewal of a fixed term appointment is not dismissal under the rules. IAS would be covered under Chapters 13 for complaints and grievances (http://www.uwlax.edu/hr/rules/All.htm#_13).

⁷ Departments need to decide on a committee makeup, criteria for evaluation, and the evaluation process for career progression.

VII. Non-Instructional Academic Staff Review (if applicable)

In Accordance with Faculty Personnel rules UWS 3.05-3.11 and UWL 3.08, academic staff will be evaluated annually. The Individual Development Plan (IDP) form will accompany the department's evaluation. IDP Form: <http://www.uwlax.edu/hr/current/IDP/IDP.htm>.

VIII. Governance

A. Department Chair

1. Election of the Department Chair

Eligibility Requirements for Voting - All members of a department holding at least half time appointment are eligible to vote provided they have the status of:

- a) Ranked Faculty designated as holding appointments or tenure in a department
- b) Instructional Academic Staff or Academic Librarians holding appointments in a department who have been granted eligibility by action of the Ranked Faculty of the department;
- c) Ranked Faculty, Instructional Academic Staff or Academic Librarians described in a. or b. whose leave of absence from the university or assignment to duties outside the department will terminate within the three-year term of the chairperson to be elected;
- d) Ranked Faculty, Instructional Academic Staff or Academic Librarians who are not in positions of administrative authority over the department chairpersons with titles of dean, associate dean, assistant chancellor, assistant vice chancellor, provost/vice chancellor, or chancellor;
- e) Faculty or academic staff who claim membership in a department or who have been extended voting privileges by a majority of the other eligible voters of the department on grounds that their university appointment is functionally part of the department's activities.

Eligibility Requirements for Serving as Chairperson - All members of a department shall be eligible to serve as department chairperson provided they are: a. Tenured and of the rank of assistant professor or above; b. On staff of this university at least three full semesters; c. Not on terminal contract or temporary appointment.

Term of Office - A term of office shall be three years subject to removal for cause. The term shall start on July 1 of the year elected.

Method of Selection - Departments with fewer than five members eligible to vote shall have the chairperson appointed by the Chancellor. Departments with five or more members eligible to vote shall elect the chairperson under the following procedures:

- a) Elections shall be held during the month of February;
- b) The dean shall send nominating ballots, containing the names of all members of the department eligible to serve as chairperson to each member of the department eligible to vote;
- c) Each person receiving a ballot shall nominate one person and return it to the dean who shall tabulate the results;
- d) The dean shall determine whether or not the two persons receiving the highest number of votes are willing to serve if elected; however, if one person has received nominations from 60 percent or more of the eligible voters, that person shall be declared elected;
- e) If a chairperson has not been selected in the nomination balloting, the dean shall place the names of the two persons receiving the highest number of nominations on a ballot and send it to eligible voters for an election;

- f) Each person receiving the ballot shall vote for one person and return it to the dean;
- g) The dean shall tabulate the results of the election and submit the name of the nominee receiving the most votes as the chairperson-elect to the provost/vice chancellor for approval, who in turn, shall submit it to the chancellor for approval. If approval is not given, the dean shall conduct another election under the provisions of this policy.

Additional information on policies can be found at:

<http://www.uwlax.edu/FacultySenate/ABP/FacSenatePolicies.html>

2. Responsibilities and Rights of the Department Chair

The department will adhere to the selection and duties of the Chair that are delineated in the Faculty Senate By-Laws (revised 2006)

[http://www.uwlax.edu/facultysenate/bylaws.html#FACULTY_SENATE_BY-LAWS_\(Revised_2002\)](http://www.uwlax.edu/facultysenate/bylaws.html#FACULTY_SENATE_BY-LAWS_(Revised_2002)) under the heading "IV. Responsibilities of Departments, Department Members and Department Chairpersons " and "V. The Selection of Department Chairpersons" and "VI. Remuneration of Department Chairpersons." in addition references to chair-related duties are stated throughout the Faculty Handbook <http://www.uwlax.edu/hr/rules/index.htm>.

B. Standing Departmental Committees

Faculty and full-time instructional academic staff are expected to serve on departmental committees as assigned by the department chair, College of Business Administration committees as assigned by the department chair, and university committees. Standing departmental committees include the Merit Committee; Promotion, Retention and Tenure Committee; and By-law Committee. Tenured and tenure-track faculty make up the Merit committee. Tenured and tenure-track faculty, along with the most senior full-time IAS member in the department based on years of service, make up the By-law Committee. Tenured faculty make up the Promotion, Retention and Tenure committee. Other responsibilities, as assigned by the chair of the department, include search and screen committees, library liaison, American Marketing Association advisor, and assessment, to mention only a few.

Standing committees within the College of Business Administration requiring representation by Marketing faculty or instructional academic staff: CBA Undergraduate Curriculum Committee; CBA Graduate Committee; International Business Advisory Committee and CBA Scholarship Committee.

C. Departmental Programmatic Assessment Plan (if not included in VIII. B.)⁸

A senior level faculty member(s) will be responsible for coordinating and reporting programmatic assessment as requested by the department chair.

D. Additional departmental policies⁹

By-laws must include a departmental salary equity policy. Faculty who believe they are entitled to an equity adjustment, for example in cases involving (a) recent acquisition of a Ph.D.; (b) gender or racial inequity; and (c) “inversion” and “compression,” may ask the Department chair to consider recommending a salary equity adjustment to the Deans. The department chair will scrutinize salaries for evidence of inequity and make a decision whether to support a salary equity adjustment. A faculty member denied a salary equity adjustment recommendation by the chair shall have the right to appeal the decision of the chair to the tenured members of the faculty. The chair shall supply the tenured faculty data on salaries and will forward their recommendation to the Dean.

Sick leave. Department members will account for sick leave in adherence to the most current UW System guidelines <http://www.uwsa.edu/hr/benefits/leave/sick.htm>.

Vacation. For unclassified staff, 12-month employees garner vacation time, 9-month employees do not.

Marketing Travel Policy (Approved March 30,2016). The Marketing Department strongly encourages and supports faculty and staff travel to conferences, seminars, and/or other venues for professional enrichment. The department’s goal is to fully fund each department member for at least one professional event. The allocation of travel funds shall be left to the discretion of the chair, based on the priorities outlined below. In general, scholarship and benefit shall determine support.

Priorities for the chair to consider in typical order of importance¹⁰:

1. Papers accepted for presentation
2. Benefit and alignment with current teaching, scholarship and service responsibilities.
3. Amount of time since last travel grant, with those who have not had a professional development event supported for a longer period of time given preference.
4. Magnitude of the expense and alignment with current costs for similar professional development opportunities.
5. Appearance on the conference program as chair or organizer or discussant.
6. Untenured ranked faculty.
7. Recent history of success with converting presentations into publications.

⁸ A department may wish to reference Academic Program Review (APR) procedures and schedules in this section.

⁹ A department may wish to include standard university policies that affect its members (e.g. graduate faculty membership). In addition a department may wish to include policies regarding leave, office hours, work-life policies, online teaching etc.

¹⁰ Exceptions to the prioritization order may be made when warranted by the given situation.

Procedures & Eligibility - Each academic year *Anticipated Travel* forms should be filled out in hard copy and submitted to the ADA for each conference the department member would like to attend. The requesting department member is responsible for complete and accurate anticipated expense figures, and should seek the most reasonable rates available. Should a department member wish to travel to more than one conference, s/he should rank order their requests. The department chair will then use the anticipated travel budget and the outlined priorities to budget travel for the year. The chair will then communicate to the department members the requests that can be funded. Travel requests will be reviewed three times during the academic year, depending on fund availability. Requests should be submitted on or before: the first Friday after classes begin in Fall; December 15th; March 30th.

Travel Expectations

- Tenured and tenure-track faculty are encouraged to pursue development opportunities to present peer-reviewed research papers.
- Instructional academic staff are encouraged to pursue local and regional development opportunities.
- Department members should apply for funds from outside sources when appropriate.

International Travel - International development opportunities will typically be supported by the department up to an amount comparable to domestic opportunities. Other avenues, such as International Scholarship Grants; start-up funds; or personal funds can be used to cover all or additional expenses related to international development. Department members should not expect to receive funding for international travel without having applied for an international travel grant.

Travel Requirements

- The university Electronic Travel Preauthorization will be completed and approved before making travel arrangements (e.g., paying conference registration fees or booking transportation).
- A hard copy of the Department Absence Form should be filled out two weeks prior to departure and submitted to the ADA to ensure classes and other responsibilities are covered and the department chair and ADA are aware of the arrangements.
- If travel plans change, faculty should inform the chair immediately so that the travel funds may be reallocated to unfunded travel proposals using the guidelines below.
- A Travel Expense Report (TER) should be filled out promptly upon return from travel and must be completed within 90 days.

Notes:

1. Travel for administrative purposes or duties, other than professional development (e.g., search and screen, AACSB affiliated, assurance of learning, AMA collegiate conferences, or sales conferences), will not usurp the department's intent to fund at least one professional development opportunity for each department member.

2. While the goal is to fully fund professional development opportunities, the chair is allowed to partially fund development opportunities when there are a high number of requests; requests have lower priority; or the magnitude of the request exceeds typical costs associated with similar development opportunities.

IX. Search and Screen Procedures

Departmental search & screen committee members will be appointed by the chair in consultation with a CBA dean. Members outside the department will be considered at the dean's recommendation. Members appointed will be asked if willing to serve. A convener will be appointed by the chair, in consultation with the dean. The chair of the committee will be elected by the committee.

The department will follow hiring procedures prescribed by the University's Office of Human Resources (HR) in conjunction with AAOD and UW System and WI state regulations.

A. Tenure-track faculty¹¹

The approved UW-L tenure track faculty recruitment and hiring policy & procedures are found at <http://www.uwlax.edu/Human-Resources/Recruitment/>

Additionally, UW-L's spousal/partner hiring policy can be found at <http://www.uwlax.edu/Human-Resources/Spousal-and-partner-hiring/>.

B. Instructional Academic Staff

Hiring policy and procedures are found at <http://www.uwlax.edu/Human-Resources/Recruitment/>

C. Contingency Workforce (Pool Search)

Hiring policy and procedures are found at <http://www.uwlax.edu/Human-Resources/Recruitment/>

D. Academic Staff (if applicable)

Hiring policy and procedures are found at <http://www.uwlax.edu/Human-Resources/Recruitment/>

¹¹ The department needs to outline the policy that guides the process at the departmental level. (E.g., does a subcommittee make recommendations to the department at large?) These departmental level procedures must be included in recruitment packets.

X. Student Rights and Obligations

A. Complaint, Grievance, and Appeal Procedures¹²

Any student or group of students who has a non-grade-related complaint about faculty or instructional academic staff behavior is encouraged to resolve the complaint informally. Informal attempts may include but are not limited to:

- meeting directly with the faculty member and/or instructional academic staff,
- meeting with the student's advisor,
- meeting with other faculty members and/or instructional academic staff,
- meeting with the department chair,
- meeting with an ad-hoc departmental complaint committee charged to address the issue
- meeting with any combination of such people.

The intention of such meetings is to clarify misunderstandings or miscommunications that may be the source of the complaint. If informal procedures are unsuccessful (or within 90 days of the last incident) or if the student chooses not to resolve the complaint using the informal procedures, a student or group of students who wishes to pursue a complaint can do so by informing the Office of Student Life, either orally or in writing and following the procedures described at <http://www.uwlax.edu/studentlife/Policies.htm>.

Grade appeals within the Department of Marketing will be handled using the College of Business Administration student grade appeal procedure on file in the CBA Dean's office.

B. Expectations, Responsibilities, and Academic Misconduct¹³

Academic and nonacademic misconduct policy referenced:

http://www.uwlax.edu/StudentLife/eagle_eye.htm

http://www.uwlax.edu/StudentLife/academic_misconduct.htm

<http://www.uwlax.edu/StudentLife/nonacademic-misconduct.htm>

C. Advising Policy

Students are assigned to a departmental advisor by the CBA Dean's office.

¹² Must include a departmental level policy. May wish to reference the UW-L student honor policy. Student Honor Code (<http://www.uwlax.edu/records/97-99/UG-Cat/regulat.html#gen20>) "We, the students of UW-La Crosse, believe that academic honesty and integrity are fundamental to the mission of higher education. We, as students, are responsible for the honest completion and representation of our work and respect for others' academic endeavors. It is our moral responsibility as students to uphold these ethical standards and to respect the character of the individuals and the university."

¹³ May have departmental specific policies.

XI. Other**A. Approval of Faculty Leaves or Sabbaticals**

The departmental chair will have sole responsibility for approving requests for leave or sabbatical and writing a letter of support or lack of support, given that the chair is responsible for aligning resources required to cover a leave. In the event the departmental chair is requesting leave, the request should be discussed with the CBA Dean and choice of designated chair for the leave period made in conjunction with the Dean. Approval and letter of support, or lack thereof, would fall to the designated chair for the leave period.

XII. Appendices

Appendix A1
Current UWL CBA Scholarship & Practitioner Productivity
Guidelines & Faculty Qualifications
 (Approved May 15, 2014)

Criteria for Maintenance of Faculty Qualifications

Sustained academic and professional engagement is combined with initial academic preparation and initial professional experience to maintain and augment qualifications (i.e., currency and relevance in the field of teaching) of a faculty member over time. Maintenance of Scholarly status (SA or SP) requires high-impact intellectual contributions with peer-reviewed journal articles (PRJs). Maintenance of Practitioner status (PA or IP) requires impactful practice oriented intellectual contributions and/or engagement with businesses or other organizations. For purposes of this policy, “faculty” includes Instructional Academic Staff (IAS).

Maintenance of Scholarly Academic (SA) Status:

During the preceding five (5) years, each faculty member is expected to earn 18 points in total for all Scholarly activities. In addition, each faculty member is expected to author at least two (2) peer-reviewed journal articles (PRJs) or its equivalent. New doctoral faculty will be considered SA for five years from the date the degree is granted without additional intellectual contributions.

Maintenance of Practice Academic (PA) Status:

During the preceding five (5) years, each faculty member is expected to earn 18 points in total from Scholarly activities and Practitioner activities, and author at least one (1) peer-reviewed journal articles (PRJs) or its equivalent intellectual contribution in Scholarly Activities or Practitioner Activities.

Maintenance of Scholarly Practitioner (SP) Status:

During the preceding five (5) years, each faculty member is expected to earn 18 points in total from Scholarly activities, Practitioner activities, and Instructional activities, and author at least two (2) peer-reviewed journal articles (PRJs) or its equivalent.

Maintenance of Instructional Practitioner (IP) Status:

During the preceding five (5) years, each faculty member is expected to have earned 18 points in total from Scholarly activities, Practitioner activities, and Instructional activities. A minimum of 2 points must be earned from Leadership Activities or Higher Order Professional Development among Instructional Activities. A minimum of 6 points must be earned from Practitioner activities or Scholarly activities related to the area of teaching. New faculty hired with IP status will have five years from the date of hire to achieve the necessary points for maintenance of IP status.

Status for Administrative Personnel with Faculty Status:

For the purposes of SA status, the minimum number of peer reviewed journal articles or its equivalent is reduced to one at the start of the third consecutive academic year for administrative personnel with faculty status such as chair, associate dean, or dean. The adjustment carries forward for three academic years after the end of that person’s term. For the purposes of PA status, these administrative duties are considered forms of practitioner engagement.

Engagement and Activity Points (abridged)

Points	Scholarly Engagement and Activities
Maintenance of SA or SP status requires <u>two (2)</u> peer-reviewed journal articles (PRJs) or its equivalent	
9	PRJ in Highest Quality or Tier 1 journal or its equivalent
6	Quality PRJ or its equivalent
3	Low-quality PRJ or its equivalent
Intellectual Contributions that are Non-Qualifying for PRJ or Its Equivalent	
2–3 pts./ activity	Presentations, reports, case reports, non-refereed journal articles, grants and other significant scholarly activities. Points will depend on the impact value.
Minor Scholarly Activities or Engagement	
Max 1 pt. per year	Reviewing or discussing ICs, media engagements, presentations at non-academic forums and working papers

Points	Practitioner Engagement and Activities
Activities Below Qualify for PRJ Equivalent for PA Status Only with 1 PRJ required for PA status	
3	High impact, non-refereed practice oriented intellectual contributions
Higher Impact Activity or Engagement not generating an intellectual contribution	
3	Significant work, consulting, or professional leadership. Holding a dean or department chair position
Medium Impact Activity or Engagement	
2	Medium impact, non-refereed practice oriented intellectual contributions Relevant, active service on Boards of Directors or Audit Committee and professional development for certification
Lower Impact Activity or Engagement	
1 pt. per semester	Continuing professional education experiences or engagement with business or other organizational leaders or activities to demonstrate currency in teaching area.
Additional Professional Engagement	
4	Currently hold an active recognized Professional Certification or Licensure relevant to the subject(s) taught.
12	Currently hold (or within 5 years held) a management or executive position closely related to the area of teaching responsibility

Points	Instructional Engagement and Activities (Maximum 12 points in this category can be used for IP status)
Annual Leadership Activities & Higher Order Professional Development (1required for IP status)	
2 pts. per activity	Leadership in teaching and learning workshops or in assurance of learning Participation at regional or national conferences with instructional related presentations
Semester Activities with Lower Order Professional Development	
1 pt. per activity	Active participation in assurance of learning Read/rate student assessment tasks to measure college and/or department learning outcomes
1/2 pt./ activity	Participation in teaching and learning workshops Attending CATL, CBA, or AOL workshops, retreats, brown bags, etc.

Required Activity (light blue shading)

Supplemental Activity (light red shading)

Appendix A2
FORMER UW-L CBA Scholarly Productivity Guidelines *(effective 2004-05 through 2014-15)*

The mission statement of the CBA emphasizes personal and professional development of its students. The CBA objectives state that appropriate pedagogic, scholarly and service activities are instrumental in supporting the mission of the institution and that the CBA supports all forms of research. The mission and objectives imply that scholarly activities can focus on discipline-based scholarship, contributions to practice, or learning and pedagogical research. Faculty can utilize many different avenues and combinations of activities to meet the scholarly productivity guidelines. The following guidelines have been developed to facilitate an awareness of the expected types and level of scholarly activity among all CBA faculty.

Each faculty member is expected to author one refereed journal article in the last three years and:

1. A second journal article in the last four years, including discipline-based articles, articles in practitioner journals, and articles on teaching innovation and cases published in refereed journals **or**
2. One significant published, peer reviewed scholarly activity (typically a scholarly book or monograph) in the last five years **or**
3. Received a significant external grant in the last three years (the grant should be subject to a review process and external to UW-L) **or**
4. Served as journal editor or had significant editorial responsibility for at least a two year period in the last five years (see note c for further clarification) **or**
5. Two other scholarly activities in the last three years including such activities as refereed paper presentations at international, national or regional meetings and/or documented instances of empirical program assessment resulting in recommendations for curricula development in the past three years **or**
6. Three other scholarly activities in the last three years including such activities as:
 - Book chapters or book reviews
 - Non-refereed journal articles
 - Study guides
 - Professional/technical reports
 - Presentations at practitioner seminars or conventions
 - UW-L grants such as faculty research
 - New course creation
 - Sponsored research reports on practice issues
 - Supervision of research by undergraduate or graduate students or fellows unrelated to teaching responsibilities
 - Executive education course creation
 - Case authorship (not published in journal)
 - Documented practice software
 - Editorial responsibilities not meeting criteria #4
 - Other significant professional research projects

Notes and Clarifications:

- a. In cases of joint authorship, each author will receive full recognition of the work.
- b. Accepted and/or published scholarly works will receive full recognition.
- c. Refereed journals include those listed in any current Cabell's [Directory of Publishing Opportunities](#), as well as other publications that have a review process consisting of two or more peer reviewers. Electronic mediums meeting these requirements are acceptable.
- d. Publications in proceedings are normally considered as only part of a presentation; that is, additional recognition will not accrue for work published in proceedings following a presentation that has no subsequent review process.
- e. Completion of a dissertation does not apply toward any of the criteria.
- f. Classification of scholarly activities is the judgment of the assoc. dean along with department chairpersons and authors.
- g. New assistant professors to the CBA will be granted 3 years from the effective date of their appointment to satisfy the productivity requirements. During this 3-year period, new faculty will be granted release time regardless of whether they meet the scholarly productivity guidelines.

Appendix B Marketing Department Faculty Merit Evaluation Outline

Use the outline shown below to briefly highlight your accomplishments for the past year (June 1-May 31) using a bullet point format. If additional evidence or attachments are needed the Merit committee will notify you.

TEACHING

- Course Assignment/Teaching Load and performance (i.e., rank) using the SEI guidelines shown in Appendix D:

If you feel you deserve a higher rank than SEI scores indicate, please explain your rationale according to the Marketing bylaws.

- Specific Curriculum Development Activities and Improvement of Instruction
 - Course overloads
 - Independent study or Internships advised (list students and topics/companies)
 - Graduate Independent study
 - Substantively new teaching method or teaching innovation introduced
 - Teaching workshops attended or continuing education intended to enhance teaching performance
 - Funded teaching related grants or presentations
 - Guest speakers (list speaker, affiliation and course)
 - New course preparation (course not taught in last 2 years)
 - Extra-meritorious classroom performance

RESEARCH AND PUBLICATION (e.g., accepted/published papers; research presentations; research grants awarded; other publications)

- Refereed Journal Articles *Consistent with the College of Business Administration's Productivity Guidelines.*
- Refereed Research Conference Presentations, regardless of whether published in proceedings
- Other Refereed Publications
- Cases and Non-Refereed Articles in Publication
- Any funded grant proposal for research
- Books, Monographs, Technical Reports and other Non-Refereed Publications
- Undergraduate research resulting in a publication (e.g., UW-L Undergraduate Research Journal), grant or presentation unrelated to teaching responsibilities.

SERVICE

- Professional Service
 - Ad hoc reviewer for scholarly journal or other refereed publication
 - Editorial board member, refereed journal
 - Officer/board member, professional society
 - Committee chair, professional society
 - Committee member, professional society
 - Session chair, professional conference
 - Discussant/ad hoc reviewer, professional conferences
 - Member of professional associations requiring annual dues
 - Professional service to the community
 - Conference panel participant

- University Service
 - Membership on university committee
 - Positions of leadership on university committees
 - Membership on a temporary committee or task force designed to accomplish a specific goal.
 - Attendance at university functions such as Graduation or Chancellor Address

- College Service
 - Membership on college committee
 - Positions of leadership on college committees
 - Membership on a temporary committee or task force designed to accomplish a specific goal.
 - Attendance at college functions

- Department level Service
 - Organization advisor positions
 - Academic advising (number of advisees)
 - Membership of any departmental committee
 - Chair or elected position of responsibility
 - Library liaison
 - Recruiting
 - Attendance at department functions such as AMA banquet

- Departmental Chair

- Other service not already mentioned

Appendix C1 Marketing Department Faculty Merit Scoring Sheet

Merit Evaluation Form Revised Spring 2015

I. Teaching (500 maximum)

Student Evaluation Score (350 maximum)

SEI 4.5+=350
SEI 4.0-4.49=325
SEI 3.5-3.99=275
SEI 3.0-3.49=200
SEI 2.5-2.99=100
SEI 2.0-2.50=50
SEI <2.0=0

** Faculty within .20 of cutoff may be awarded higher rank if deemed appropriate*

Teaching Development (150 maximum)

Independent study	10/instance; 30 maximum	_____
Internship advising	5/instance; 30 maximum	_____
Graduate independent study	15/instance; 60 maximum	_____
New teaching method/innovation:		
New course prep(not taught in 2 years)	50 points	_____
Initial course move from F2F to online environment	40 points	_____
Adoption of new text book or other major innovation/change	30 points	_____
Adoption of new edition or moderate innovation/change	20 points	_____
Minor innovation -- new project, live project, or pedagogical change	10 points	_____
Teaching workshops/continuing ed.		
Certificate or Major Development Experience (e.g., UVV Consortium Training, COBP certification, FDIB programs)	30 points	_____
Moderate Development Experience (e.g., 1-2 Day workshop, writing emphasis certification)	20 points	_____
Minor Development Experience (e.g., 4 hr workshop, CATL conference)	10 pts/maximum 20	_____
Seminar (e.g., 1-2 hour speaker CATL or ASOL workshop)	5 pts/maximum 20	_____
Guest speakers	5/instance; 25 maximum	_____
Teaching - related Funded Grants - External	20 pts	_____
Teaching - related Funded Grants - Internal	10 pts	_____
Extra-meritorious Teaching Performance	up to 10%; can't exceed subcategory (50 points)	_____

Total - Teaching Development (150 maximum)

Teaching Total (500 maximum)

II. Scholarship (300 maximum)

Refereed Journal Articles		
Premier publications	150 pts	_____
Quality publications	100 pts	_____
Low quality publications	50 pts	_____
Cases & Non-refereed Articles in publication	20 points	_____
Refereed Presentations regardless of who gives presentation	50 points/sole or co-authored	_____
Non-peer reviewed (e.g., panels) presentations	10/instance; max 30 pts	_____
Funded external grants	30 points	_____
UWL-funded research grants	20 pts.	_____
CBA-funded research grants per start-up contract	0 pts	_____
Books, monographs, technical reports, other	up to 30 points	_____
Undergraduate Research unrelated to teaching responsibilities resulting in undergraduate research publication or presentation	20 pts. Instance; 60 maximum	_____
Extra-meritorious scholarship performance	up to 10%; can't exceed subcategory (30 pts)	_____

Scholarship Total (300 maximum)

III. Service (200 maximum)

University/College Committee Work

Univ./College Committee/Taskforce Member	20/instance	_____
Committee Chair or elected position of responsibility	10/instance	_____
Assurance of Learning Reading	Up to 20/instance	_____
Attendance at functions - graduation/chancellor address/AMA banquet	5/instance; maximum of 20	_____

Departmental Service (150 point maximum)

Recruiting - meeting with high school students	5/instance; 20 maximum	_____
AMA Advisor position	20-50	_____
Academic advising	up to 20	_____
Committee member (Search & Screen, PRT and PTR counted as one)	20/instance	_____
Committee member (By-law or Merit)	5 pts each	_____
Committee member (Departmental Curriculum)	0 pts	_____
Committee member (Ad-hoc Committee or Task Force)	20/instance	_____
Committee chair	10/instance	_____
Assessment Coordinator	20/instance	_____
Core Course Coordinator	10 pts	_____
Departmental Assurance of Learning Reading	0 pts	_____
Library liaison	10/instance	_____

Professional Service

Ad-hoc reviewer - scholarly journal/refereed pub.	10 per journal article/10 pts per conference; 20 maximum	_____
Editorial board member, refereed journal	15/instance	_____
Officer/board member, professional society	10/instance	_____
Committee chair, professional society	20/instance	_____
Committee member, professional society	10/instance	_____
Discussant/session chair professional conference	5/instance; 10 maximum	_____
Member professional association requiring dues	10/instance	_____
Relevant professional service to the community	up to 10 pts./instance	_____

Departmental chair

Departmental chair	up to 100	_____
Additional service-related merit points	up to 10%; cannot exceed subcategory (20)	_____

Service Total (200 maximum)

Teaching, Scholarship & Service Total (1000 maximum)



**Appendix C2
Marketing Department
Faculty Merit Scoring Sheet**

**Merit Evaluation Form
Revised February 2009**

Faculty Member _____	Guidelines	Score
I. Teaching (500 maximum)		
Student Evaluation Score (350 maximum)	SEI 4.0+=350 SEI 3.0-3.9*=275 SEI 2.0-2.9*=200 SEI<2.0*=0 * Faculty within .20 of cutoff may be awarded higher rank if deemed appropriate	_____
Teaching Development (150 maximum)		
Course overload	up to 20 points	_____
Independent study/Internship advising.	10/instance; 60 maximum	_____
Graduate independent study	15/instance; 60 maximum	_____
New teaching method/innovation	10/instance	_____
Teaching workshops/continuing ed.	10/instance; 60 maximum	_____
Guest speakers	5/instance; 25 maximum	_____
New course prep(not taught in 2 years)	25 points	_____
Extra-meritorious classroom performance	up to 25 points	_____
Total - Teaching Development (150 maximum)		_____
Teaching Total (500 maximum)		_____
II. Scholarship (300 maximum)		
Refereed Journal Articles	100 points	_____
National/International Proceedings	50 points	_____
Refereed Publications/Presentations	30 points	_____
Cases & Non-refereed Articles in publication	20 points	_____
Funded grant proposals	20 points	_____
Books, monographs, technical reports, other	up to 30 points	_____
Undergraduate Research resulting in undergraduate research publication or presentation	20 pts. Instance; 60 maximum	_____
Scholarship Total (300 maximum)		_____

III. Service (200 maximum)

University/College Committee Work		
Univ./College Committee/ Task force Member	20/instance	_____
Committee Chair or elected position of responsibility	20/instance	_____
Attendance at functions - graduation/chancellor address/AMA banquet	5/instance	_____
Departmental Service (150 point maximum)		
Recruiting	20/instance	_____
Organization Advisor positions	30/instance	_____
Academic advising	20/equal load	_____
Committee member	20/instance	_____
Committee chair	20/instance	_____
Assessment Coordinator	20/instance	_____
Library liaison	10/instance	_____
Professional Service		
Ad-hoc reviewer -. scholarly journal/refereed pub	15/instance	_____
Editorial board member, refereed journal	15/instance	_____
Officer/board member, professional society	10/instance	_____
Committee chair, professional society	20/instance	_____
Committee member, professional society	10/instance	_____
Session chair, professional conference	15/instance	_____
Discussant/ad-hoc reviewer, 10/instance professional conference		_____
Member professional association requiring dues	10/instance	_____
Professional service to the community	10 pts./instance	_____
Departmental chair	up to 100	_____
Additional merit points - anything else not counted		
Service Total (200 maximum)		_____

Teaching, Scholarship & Service Total (1000 maximum) _____

Appendix D

Marketing Department SEI Guidelines Used as Indicators of Teaching Competency for Merit, Retention, Tenure, Promotion and Post Tenure Review** (Effective for Merit March 11, 2015)

Classroom performance of all faculty members in the department shall be evaluated Fall and Spring semesters using the Faculty Senate approved SEI questions or an alternate approved evaluation of instruction instrument in situations where the UW-L Faculty Senate approved questions are not allowed*. The composite fractional median consisting of the 5 common questions will be used as the measure of faculty member performance. A faculty member's annual performance measure is the simple average of the composite fractional medians earned for both semesters during the calendar year.

Classroom performance will be evaluated using the following SEI guidelines:

• Rank 1	4.5-5.0*	350 points
• Rank 2	4.00-4.49*	325 points
• Rank 3	3.50-3.99*	275 points
• Rank 4	3.00-3.49	200 points
• Rank 5	2.50-2.99*	100 points
• Rank 6	2.00-2.49*	50 points
• Rank 7	Less than 2.00*	0 points

* A faculty member within .20 points of the cutoff for a given rank may be awarded the higher rank if deemed appropriate by the Merit committee due to extraordinary circumstances facing the faculty member in a given semester. Examples of extraordinary circumstances include, but are not limited to: a new course preparation; substantially new teaching method (style/ project); course content; personal or family illness or disability.

** SEI scores for all courses taught Fall and Spring semesters, excluding MKT 400, 415, 450, 499, BUS 700 and 799 will be used in this calculation.

**Appendix E
Marketing Department
Instructional Academic Staff and
Faculty Review Outline**

Briefly describe your activities using this outline. The information provided will serve as the basis for IAS and faculty retention recommendations and faculty tenure and promotion recommendations. You may also include other relevant activities.

I. TEACHING

- A. Course Assignment/Teaching Load and Effectiveness (SEI)
- B. Curriculum Development and Philosophy
- C. Improvement of Instruction

II. RESEARCH AND PUBLICATION (Including paper presentation, research in progress, grant writing, publications, short courses and seminars, and attendance at professional meetings)

III. SERVICE

- a. Profession
- b. University
- c. College of Business Administration
- d. Department

Appendix F

University Committees

- Academic Policies & Standards
- Administrative Appointments
- Academic Program Review
- Articles & Bylaws
- Budget
- Complaints, Grievances, Appeals & Academic Freedom
- Continuing Education & Extension
- Faculty Development
- Faculty Senate
- General Education
- Graduate Council
- Graduate Curriculum
- Hearing
- Honors Program
- Information Technology Services (Joint)
- Institutional Review Board
- Legislative/Regents Relations (Joint)
- Library
- Minority Affairs (Joint Committee on)
- Physical Facilities (Joint)
- Planning & Program Review
- Promotion, Tenure & Salary
- Research and Grants
- Scholarship and Awards
- Travel & International Education
- Undergraduate Curriculum
- Undergraduate Research
- University Services
- Faculty Senate

Appendix G
UW-L Personnel Rules, Chapter 3.6-3.8
November 2011

UWS 3.06 Renewal of appointments and granting of tenure.

(1)(a) General. Appointments may be granted only upon the affirmative recommendation of the appropriate academic department, or its functional equivalent, and the chancellor of an institution. When specified by the board, the institutional recommendation shall be transmitted by the president of the system with a recommendation to the board for action. Tenure appointments may be granted to any ranked faculty member who holds or will hold a half-time appointment or more. The proportion of time provided for in the appointment may not be diminished or increased without the mutual consent of the faculty member and the institution, unless the faculty member is dismissed for just cause, pursuant to [s. 36.13 \(5\), Stats.](#), or is terminated or laid off pursuant to [s. 36.21, Stats.](#)

(b) Criteria. Decisions relating to renewal of appointments or recommending of tenure shall be made in accordance with institutional rules and procedures which shall require an evaluation of teaching, research, and professional and public service and contribution to the institution. The relative importance of these functions in the evaluation process shall be decided by departmental, school, college, and institutional faculties in accordance with the mission and needs of the particular institution and its component parts. Written criteria for these decisions shall be developed by the appropriate institutional faculty bodies. Written criteria shall provide that if any faculty member has been in probationary status for more than 7 years because of one or more of the reasons set forth in [s. UWS 3.04 \(2\) or \(3\)](#), the faculty member shall be evaluated as if he or she had been in probationary status for 7 years.

(c) Procedures. The faculty and chancellor of each institution, after consultation with appropriate students, shall establish rules governing the procedures for renewal or probationary appointments and for recommending tenure. These rules shall provide for written notice of the departmental review to the faculty member at least 20 days prior to the date of the departmental review, and an opportunity to present information on the faculty member's behalf. The probationary faculty member shall be notified in writing within 20 days after each decision at each reviewing level. In the event that a decision is made resulting in non-renewal, the procedures specified in s. UWS 3.07 shall be followed.

History: [Cr. Register, January, 1975, No. 229, eff. 2-1-75; am. \(1\) \(b\), Register, February, 1994, No. 458, eff. 3-1-94; correction in \(1\) \(a\) made under s. 13.93 \(2m\) \(b\) 5, Stats., Register, February, 1994, No. 458.](#)

UWL 3.06 Renewal of appointments and granting of tenure.

(1) Renewal of appointments and granting of tenure require probationary faculty to be reviewed at three levels in the following order: 1) department; 2) college dean; and 3) chancellor. The process advances as the department's decision and the dean's recommendations are forwarded, in writing, to the chancellor. The timing of the reviews is determined by the university's Personnel Schedule Deadlines.

(2) The probationary faculty member shall be notified in writing within seven days after each decision or recommendation at each reviewing level.

(3) When a negative renewal/tenure decision or recommendation is made at any reviewing level, the provisions of [UWS 3.07/UWL 3.07](#) on reconsideration and [UWS 3.08/UWL 3.08](#) on appeal shall apply.

(4) The initial review of probationary faculty shall be conducted by the tenured faculty of the appropriate department in a manner determined by the tenured members. If there are no tenured members in the

department, the appropriate supervisor who is tenured shall make the determination. Department procedures for review, criteria for retention and tenure, and the weighting of criteria shall be documented and on file in the appropriate dean's office. Any changes to department procedures, criteria, and their weighting during the six month period preceding the review shall not be applicable to the review.

(5) The department chair shall give written notice of the department review to the probationary faculty member at least 20 days prior to the date of the review. The probationary faculty member may present written and oral support for renewal. The requirements of sub chapter IV of Chapter 19, Wisconsin Statutes concerning open meeting of governmental bodies shall apply.

(6) An affirmative decision by the department or a successful reconsideration by the department that reverses an earlier non-renewal decision is required for renewal and tenure.

(7) The department shall forward the decision and the vote results to the appropriate dean (or other administrative officer). The dean shall submit to the chancellor a written recommendation either affirming or not affirming the department decision. The dean's criteria for renewal and tenure shall be consistent with department criteria. Further, the dean shall take the magnitude of the faculty vote into account when making the recommendation.

(8) Following a non-renewal decision at the department level, and reconsideration and appeal that do not reverse the decision, the department's decision and the vote results shall be forwarded to the appropriate dean (or other administrative officer). The dean shall submit to the chancellor a recommendation either affirming or not affirming the department decision. The dean's criteria for renewal and tenure shall be consistent with department criteria. Further, the dean shall take the magnitude of the faculty vote into account when making the recommendation.

(9) Following an affirmative decision at the department level, but a non-renewal recommendation at the dean level and reconsideration and appeal that do not reverse the recommendation, the process advances to the chancellor.

(10) If the department's decision and the dean's recommendations are both positive the chancellor's decision should be positive unless there are compelling reasons for a negative decision. A faculty member who is denied renewal/tenure at this stage may request the reasons in writing within 10 days. Written reasons shall be provided to the faculty member within 10 days of the receipt of the request. The reasons then become part of the official file of the faculty member.

UWL 3.06 was revised and approved by the Faculty Senate, approved by Chancellor Kuipers on April 15, 1998 and approved by the Board Of Regents on June 5, 1998.

[\[Previous policy\]](#)

UWS 3.07 Non-renewal of probationary appointments.

(1) (a) Rules and procedures. The faculty and chancellor of each institution, after consultation with appropriate students, shall establish rules and procedures for dealing with instances in which probationary faculty appointments are not renewed. These rules and procedures shall provide that, upon the timely written request of the faculty member concerned, the department or administrative officer making the decision shall, within a reasonable time, give him or her written reasons for non-renewal. Such reasons shall become a part of the personnel file of the individual. Further, the rules and procedures shall provide for reconsideration of the initial non-renewal decision upon timely written request.

(b) Reconsideration. The purpose of reconsideration of a non-renewal decision shall be to provide an opportunity to a fair and full reconsideration of the non-renewal decision, and to insure that all relevant material is considered.

1. Such reconsideration shall be undertaken by the individual or body making the non-renewal decision and shall include, but not be limited to, adequate notice of the time of reconsideration of the decision, an opportunity to respond to the written reasons and to present any written or oral evidence or arguments relevant to the decision, and written notification of the decision resulting from the reconsideration.
2. Reconsideration is not a hearing or an appeal, and shall be non-adversary in nature.
3. In the event that a reconsideration affirms the non-renewal decision, the procedures specified in s. [UWS 3.08](#) shall be followed.

History: [Cr. Register, January, 1975, No. 229, eff. 2-1-75.](#)

UWL 3.07 Non-renewal of probationary faculty member's appointment.

(1) In making a decision of non-renewal, the authorized official (or body) shall inform the appointee early enough to allow time for possible reconsideration and appeal and adequate notice of non-renewal.

(2) The Right to Reconsideration at the lowest level where a non-renewal recommendation or decision is made: An authorized official (or body) who makes a recommendation of non-renewal shall formulate and retain written reasons for the decision. If the faculty member wishes reasons he/she shall request them in writing within 10 days. Written reasons shall be provided the faculty member within 10 days of the receipt of the written request. The reasons then become part of the official personnel file of the faculty member.

(3) If the faculty member wishes a reconsideration of the initial non-renewal recommendation, he/she shall request a reconsideration meeting in writing within two weeks of the receipt of the copy of the reasons.

(4) The meeting for reconsideration with the authorized official or body shall be held within two weeks of the receipt of the request. The faculty member shall be notified a minimum of seven days prior to the meeting. At the reconsideration meeting the authorized official (or body) and the faculty member shall be present. Each may choose up to two members of the university community to be present also. These third parties may question either of the other parties and make comments to them. These third parties also shall file a report of the reconsideration meeting with the authorized official and the faculty member. In later appeals such third parties may be called as witnesses. The faculty member may make a personal presentation at the reconsideration meeting. The meeting shall be held in accordance with sub chapter IV of Chapter 19, Wisconsin Statutes.

(5) At the meeting for reconsideration the faculty member is entitled to present documentary evidence. The reconsideration is not a hearing nor an appeal and shall be non-adversary in nature. Its purpose is to allow the faculty member an opportunity to persuade the authorized official or group to change the recommendation of non-renewal by challenging the stated reasons and/or by offering additional evidence. The burden of proof is on the faculty member requesting the reconsideration. This reconsideration proceeding shall occur at the lowest level where a non-renewal recommendation was made.

(6) Following the reconsideration, the authorized official or group shall forward a recommendation (with written reasons) to the next immediate supervisor. A copy of the recommendation and the reasons shall also be sent to the probationary faculty member within seven days of the reconsideration.

UWS 3.08 Appeal of a non-renewal decision.

(1) The faculty and chancellor of each institution, after consultation with appropriate students, shall establish rules and procedures for the appeal of a non-renewal decision. Such rules and procedures shall provide for the review of a non-renewal decision by an appropriate standing faculty committee upon written appeal by the faculty member concerned within 20 days of notice that the reconsideration has affirmed the non-renewal decision (25 days if notice is by first class mail and publication). Such review shall be held not later than 20 days after the request, except that this time limit may be enlarged by mutual consent of the parties, or by order of the review committee. The faculty member shall be given at least 10 days notice of such review. The burden of proof in such an appeal shall be on the faculty member, and the scope of the review shall be limited to the question of whether the decision was based in any significant degree upon one or more of the following factors, with material prejudice to the individual:

(a) Conduct, expressions, or beliefs which are constitutionally protected, or protected by the principles of academic freedom, or

(b) Factors proscribed by applicable state or federal law regarding fair employment practices, or
 © Improper consideration of qualifications for reappointment or renewal. For purposes of this section, "improper consideration" shall be deemed to have been given to the qualifications of a faculty member in question if material prejudice resulted because of any of the following:

1. The procedures required by rules of the faculty or board were not followed, or
2. Available data bearing materially on the quality of performance were not considered, or
3. Unfounded, arbitrary or irrelevant assumptions of fact were made about work or conduct.

(2) The appeals committee shall report on the validity of the appeal to the body or official making the non-renewal decision and to the appropriate dean and the chancellor.

(3) Such a report may include remedies which may, without limitation because of enumeration, take the form of a reconsideration by the decision maker, a reconsideration by the decision maker under instructions from the committee, or a recommendation to the next higher appointing level. Cases shall be remanded for reconsideration by the decision maker in all instances unless the appeals committee specifically finds that such a remand would serve no useful purpose. The appeals committee shall retain jurisdiction while reconsiderations are pending. The decision of the chancellor will be final on such matters.

History: [Cr. Register, January, 1975, No. 229, eff. 2-1-75.](#)

UWL 3.08 Appeal of a non-renewal decision.

(1) The standing committee to hear appeals of a non-renewal decision shall be the same hearing committee established under [UWL 4.03](#).

(2) The appellant shall send a written request for a review of his/her case to the hearing committee and shall include a statement of the factors alleged to be materially prejudicial (see [UWS 3.08 \(1\) a, b, c](#)) and shall provide evidence to support his/her claim. The Hearing Committee may deny further consideration of the case if these materials are not provided.

(3) The hearing shall be held in conformity with sub chapter IV, Chapter 19, Wisconsin Statutes.

(4) While providing due process, the faculty hearing committee shall not be bound by common law or statutory rules of evidence.

(5) The Hearing Committee shall report its recommendations to the body or the officials involved in the non-renewal decision. The Hearing Committee also shall inform the faculty member of the recommendations if the officials do not do so within two working days.

(6) The recommendation of the committee shall be based on a majority vote of the committee members hearing the case.

(7) If the Hearing Committee finds that impermissible factors, as defined in [UWS 3.08 \(1\)\(a\),\(b\) and \(c\)](#), were involved in reaching a decision not to recommend tenure, and after all required reconsiderations have been completed, the Chancellor shall direct the Provost/Vice Chancellor to appoint an ad hoc committee of no fewer than five (5) tenured faculty members. Committee members may be off campus peers but may not be members of the appellant's department or its functional equivalent. No person may be appointed to the ad hoc committee unless the person is knowledgeable in the appellant's academic field or in a substantially similar field. The Provost/Vice Chancellor shall consult with the appellant's Dean to ensure that persons appointed to the ad hoc committee are so qualified. The ad hoc committee shall conduct a new review of the appellant's record with reference to the department's criteria for tenure. The appellant shall be afforded an opportunity to make an appearance before the committee and answer questions. Upon completion of the review, the ad hoc committee shall vote on whether the appellant should be granted tenure. The ad hoc committee shall submit a report of their findings to the Chancellor and provide a copy to the appellant. The findings of the ad hoc committee shall not be based on impermissible factors, as defined in [UWS 3.08 \(1\)\(a\), \(b\) and \(c\)](#).

If a majority of the ad hoc committee has recommended that tenure may be granted, the Chancellor may then recommend to the Board of Regents that a tenure appointment be granted without the concurrence of the appellant's department or functional equivalent.