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MISSION STATEMENT

Our mission as a College of Business and Economics is to provide quality undergraduate and graduate education to career-oriented students who will be competitive in a technologically evolving, global business environment. We are committed to:

- Development and support of faculty, significant student-teacher interaction, a varied and relevant curriculum, experiential learning, and high academic standards
- Development of mutually beneficial partnerships and lifelong learning opportunities with internal and external stakeholders through the sharing of expertise and service to others
- Accomplishment of our mission under the guidance of a faculty dedicated to excellence in teaching, sustained scholarship, and continuous improvement in curriculum and educational experiences
- Cultivation of high standards of ethical and professional conduct  (March 2004)

VISION STATEMENT

We envision being the center of an evolving learning community, reaching out to provide opportunities for critical learning experiences on campus and throughout the world. We foresee increasing participation of students and faculty in committed partnerships with increasingly diverse stakeholders. We will foster relationships among these stakeholders, encouraging pride and involvement and leading to consistent strength in education and research in the business professions.                                           (April 2004)

STRATEGIC OBJECTIVES

1. Programs and Learning
2. Research and Professional Development
3. Global Perspectives with Sensitivity to Multicultural and Diversity Issues
4. Regional Resource for Businesses, Not-for-Prosfits and Communities
5. Professional and Personal Integrity for Faculty, Staff and Students

(November 2004, April 2008)

These planning documents are reviewed annually by the College Strategic Planning Committee as part of the annual strategic planning process.
COLLEGE COMMITTEES

Standing Committees for the College

In an educational institution, the use of committees can provide an effective channel of communication between the administrative staff, faculty, and students. Existing standing committees, in alphabetical order, are:

(a) Administrative Council
(b) Distance Education Advisory Committee
(c) Faculty Grievance
(d) Graduate Studies
(e) Promotions Committee
(f) Research
(g) Salary
(h) Scholarship and Awards
(i) Strategic Planning Committee
(j) Undergraduate Curriculum

Ad hoc committees are appointed as special problems arise, either by the Dean or the faculty acting as a committee of the whole.

Administrative Council

This committee meets periodically in an advisory capacity to the Dean to discuss policy and operational matters. The department chairpersons provide communication between this committee and their faculty. They also represent their faculty on this committee. Membership includes the Dean, Associate Dean(s), Assistant Dean, Department Chairs, and the Director of Distance Education.

Distance Education Advisory Committee

This committee is an advisory committee to the Dean which makes recommendations on distance education related issues. Membership on this committee is based on recommendations from Department Chairs to the Dean. Recommended committee members should have extensive experience successfully teaching online courses. The Director acts as chair of the committee.

Faculty Grievance Committee

The faculty of the College of Business and Economics can bring grievances to the Faculty Grievance Committee pertaining to promotion, salary, faculty governance, and other matters. After following departmental grievance procedures, the faculty member can bring the grievance to the Chairman of the Faculty Grievance Committee if the grievance has not been resolved in the department within two weeks.
Upon receipt of a grievance, the Faculty Grievance Committee chairman will:

1. Forward the statement of grievance to each member of the Grievance Committee and to the party or parties against whom the grievance is filed.
2. Convene formal closed hearings unless the parties request open hearings.

The Faculty Grievance Committee will make written recommendations with respect to the complaint. An action copy of the Faculty Grievance Committee’s recommendations will be forwarded to the Dean of the College who will be expected to respond within ten days. Information copies will be forwarded to the Vice Chancellor of Academic Affairs, Chancellor, and other parties who are directly concerned. If the response of the Dean is contrary to the findings of the Faculty Grievance Committee, the matter could be referred to a special meeting of the College faculty.

The committee membership includes a member from each department elected annually each spring by the department, serving from fall term to fall term. To be eligible to serve on this committee, the faculty member must have completed at least two years of teaching on this campus. A chairperson is elected on an annual basis by the members at the start of each school year. The chairperson votes as a departmental representative.

**Graduate Studies Committee**

The Graduate Studies Committee has responsibility for developing and maintaining viable programs in business at the graduate level. Within the confines of the Graduate School Constitution, By-laws, and policies and procedures adopted by the Graduate Council, the Graduate Studies Committee in the College of Business and Economics is the final governing authority on all policy and procedural matters in the graduate business program. In this capacity it establishes policy to be implemented and administered by the Associate Dean.

The committee membership includes a graduate faculty representative from each department for a term of three years (the faculty member must be academically qualified), a graduate student selected by the business graduate school body to a one-year term, and the Associate Dean (as an ex-officio non-voting member). The department faculty member so elected also serves as the department representative on the Graduate Council.

A chairperson is elected on an annual basis by the members at the start of each school year. Meetings are scheduled on a regular basis. An agenda is published and circulated prior to the meeting. Agenda items can be submitted by any graduate faculty. Minutes of all meetings are distributed to committee members, department chairpersons, and College faculty.

**Promotions Committee**

The College Promotions Committee evaluates all candidates for tenure and promotion, and all 4th year tenure track faculty who have been recommended by their departments
The review of the Dean occurs after the department and prior to the review of the Promotions Committee. Reviews are based upon department, college and university standards. The committee procedures and authority are prescribed by the Faculty Senate. Each department elects one faculty member annually. A chairperson for the committee is elected by the members at the start of each school year.

**Research Committee**

The Committee serves to advise the Dean of the College on matters relating to facilitating and promoting research by the faculty. Ongoing programs include the research incentive program, the ultra-grant program and annual spring college intramural summer grants. The committee provides competitive reviews and recommendations to the Dean on all College grant program. The Committee also provides advice to the Dean and the faculty on other matters related to research as requested.

The Research Committee consists of one academically qualified faculty member from each department of the College. Each department selects its representative for a one-year term. A committee chairperson is elected by the members at the start of each school year.

**Salary Committee**

The College Salary Committee makes recommendations to the faculty concerning the Merit Award System for the Faculty of the College of Business and Economics. The current Merit System is found in the Policies and Procedures section of this handbook. The committee membership includes a faculty member from each department elected for a term of three years. Terms are staggered to provide continuity. Each department nominates two candidates and the college faculty elects the department representative. A chairperson is elected on an annual basis by the members at the start of each school year.

**Scholarship and Awards Committee**

Each department elects annually one faculty member to serve on this committee. The Associate Dean serves as chair of this committee. It is the responsibility of this committee to see that scholarship and award funds are awarded in accordance with university regulation or as specified by the funded agreement.

**Strategic Planning Committee**

Each department elects one faculty member to serve one three-year term on this committee. The initial membership was elected from the departments with staggered terms.

The College Committee develops, refines, and updates the College’s Strategic Plan consistent with the University Strategic Plan, and with input from the Strategic Advisory Group, the Administrative Council and the faculty and staff of the College. Departments
develop strategic plans consistent with the College plan. Recommendations from the committee related to mission are forwarded to the faculty as a whole for their approval.

**Undergraduate Curriculum Committee**

The Undergraduate Curriculum Committee reviews and acts on all proposed undergraduate curricular matters. The committee membership includes a member from each department elected for a term of two years and a non-voting student representative appointed annually by the Student Advisory Committee. The Assistant Dean serves as an ad hoc and non-voting member of this committee.

A chairperson is elected on an annual basis by the members at the start of each school year. The chairperson votes as a departmental representative. Meetings are scheduled on a regular basis. A quorum constitutes representation from four of the six departments. An agenda is published and circulated prior to the meeting. Minutes of all meetings are distributed to all members of the committee, department chairpersons, Dean and Associate Dean of the College, Deans of other colleges, Dean of the Graduate School, Chancellor, Provost, Associate Vice Chancellor for Academic Affairs and College of Business and Economics Faculty Senate members.

**Other College Committees**

**Ad Hoc Committees**
Ad hoc committees are established periodically to handle special projects and problems. They report directly to the Dean or to a standing committee.

**Departmental Committees**
Each department has established committees which are appropriate to the functioning and decision making of that department. Examples include departmental committees for merit recommendations, tenure recommendations, curriculum development, etc. Lack of complete uniformity among departments arises because varying needs, size, composition, and structure. The recommendations of departments and departmental committees are forwarded to the appropriate college committee or to the Dean through the department chairperson.

**Non-Faculty Groups**

**Dean’s Advisory Council**
The Dean’s Advisory Council is comprised of the presidents or their designees of the professional business student organizations (honor and regular) that are related to the College of Business and Economics. The College has greater than 25 professional business organizations across all department and majors, resulting in a highly representative committee. The DAC meets every two weeks with the Dean to discuss
student issues, make recommendations to the Dean, and/or to be informed of new policies and developments being discussed and implemented within the College. DAC members share information with their organizations and bring feedback from organization members to the DAC and the Dean, acting as a student voice to College administration.

**College Business Advisory Board**

The Business Advisory Board consists of leaders in the business community. The Board seeks to have representatives who are senior level executives within their organizations, and who have breadth and depth of experience in areas representing the College’s programs. Ideally, Board membership will include both alumni and other interested business leaders.

The Advisory Board serves as a link between the College and the business community, offering counsel, cooperation and communication to enhance the continued progress of the College. The role of the Board is twofold: First, members provide advice, opinions and ideas regarding a variety of issues, including programs, recruitment and placement, and the general environment affecting management education. Second, the Board helps to improve the visibility and enhance the reputation of the College of Business and Economics in the business community.

Members are asked to serve a three year term. Terms of service may be renewed, as recommended by the Dean and Executive Committee, based upon the needs of the Board. The Board meets with the Dean and various members of College and University Administration as appropriate approximately twice a year.

**AWARDS AND RECOGNITION**

**College Teaching Award**

Each year the Dean’s Student Advisory Committee (DAC) selects one faculty/staff member to receive the Leon Hermsen Excellence in Teaching Award. The criteria for the award are determined by the DAC.

**College Research Award**

Each year a department may forward one name for consideration as that year’s outstanding researcher. The nominee information is given to the College Research Committee for selection. Nominees are asked to submit a research portfolio from the previous two calendar years.

**College Service Award**

Each year a department may forward the name of one faculty/staff member for consideration as that year’s nominee for the College Service Award. This award
recognizes outstanding service to the College, University, and/or the profession. The Administrative Council of the College selects the recipient. Nominees are asked to submit a report of service activities from the previous two academic years.

**College Advising Awards**

Each year the DAC is asked to forward up to three nominees for the College Advising Award. Nominated faculty are requested to provide a report of advising activity to the Assistant Dean’s office. The Assistant Dean and Academic Advisors select the recipient.

**Roseman Award**

The College’s Roseman Award nominee is selected by the Administrative Council. Each department may submit one nominee for the award. After all nominations have been received, one candidate is selected and forwarded to the university committee.

**Academic Staff Excellence Award**

*Introduction and Procedure*

The College of Business and Economics (CoBE) honors one academic staff member each year. The academic staff member’s responsibilities may be either instructional or service. Nominations are sought early in the second semester. The Dean’s Administrative Council reviews a maximum of one nomination from each of the college’s departments, offices, or other operating units, e.g. Finance Department, Assistant Dean’s Office, Minority Business Program, or Small Business Development Center. The winner becomes the college’s nomination for the University Academic Staff excellence award in either the instructional or service categories as appropriate.

*Eligibility*

The awards are limited to academic staff in the College of Business and Economics or its outreach units who are employed 50% time or more, and who have not received the award in the past three years.

*Instructions for Submitting Nomination Materials*

Nominations shall be submitted on January 31 of each year. Should January 31 fall on a weekend, the nomination is due the first Monday following January 31. In putting the materials together, nominators will provide the following: 1) nominee’s name; 2) his/her position/title; 3) nominee’s job description; 4) years of service at the University of Wisconsin-Whitewater; 5) current department/unit; and 6) name of nominating unit. The nomination materials may be presented in any form deemed appropriate by the nominator. Nomination materials should be limited to 1 page. Materials may include any or all of the following areas:

1. Explain why this individual’s classroom/job performance merits consideration for this award.
2. What does this person do that is above and beyond the usual requirements of his/her position at the University of Wisconsin-Whitewater?
a. Indicate contributions this individual has made through service on committees at the departmental, college or university level.
b. Indicate professional contributions this individual has made, such as leadership in professional organizations, publications, performances, advising student groups, assisting with student seminars, research, etc.
c. List any professional awards earned by this individual.
d. List contributions that this individual has made beyond the immediate job, including community and state service, charitable work, etc.

3. List any other information that you think may assist the selection committee in its deliberations regarding this individual. (If you are nominating someone, please be aware that it is appropriate/beneficial to contact the nominee for the most current and in-depth information.)

What Academic Staff Award Recipients Receive

Posting of the recipient’s name on a plaque to be displayed in Hyland Hall. Recognition at the College of Business and Economics Fall Retreat. $500.00, funded by the College of Business and Economics. Nomination for the University Academic Staff Excellence Award.

POLICIES OF THE COLLEGE OF BUSINESS AND ECONOMICS

Travel Reimbursement Rules for Paper Presentation Trips

The College of Business and Economics will fund paper presentations at professional research conferences each year up to a $3000 limit per faculty member. Faculty are limited to one regional paper presentation per year.

The process for requesting and receiving funding approval consists of a written request by the faculty member to the Department Chairperson. The request includes the completed Preauthorization of Travel Expense Reimbursement form, a completed Request to be Absent form with estimated costs and a written confirmation of paper acceptance.

The Department Chairperson will forward the request with his/her endorsement to the Dean for action.

Incentives for Faculty Publications

The College of Business and Economics provides research-release assignments each semester (as approved by the Department Chair), $4000 summer grants, and cash stipends as incentives for faculty research publication. This document establishes the procedures to be followed in awarding these grants and the publications stipends.
1. A faculty member who publishes an article in an approved journal (a peer-reviewed journal with a published acceptance rate of 30% or less) will be credited with eight (8) points.

2. Those journals defined as “top tier” per the recommendation of the Research Committee will receive 12 points, as opposed to 8 points.

3. A top tier journal article is defined as being in the top 10 journals in the field (published evidence) and an acceptance rate of 20% or less, or a journal with an acceptance rate of 20% or less and an impact factor of >= 0.40 (Social Science Citation Index reports).

4. Co-authored articles will have the points divided among the authors as they choose through a joint written statement to the Dean.

5. The article must be published for the author(s) to receive points for the publications.

6. Twenty-four points are required for either a summer research grant or a research assignment during the regular academic year.

7. Eight points are required to receive either an $800 stipend or $800 in-kind support.

8. Totals of less than eight points can be “cashed in” for stipend or in-kind support at a rate of $100 per point.

The summer and research release awards will be made according to the following procedures:

- Publications will be counted in each calendar year for release assignment awards to be allocated over the next academic year.
- Once all available grant and research assignments are allocated, the remaining awards will be in the form of monetary payments.
- A faculty member may choose to carry forward any points to the next allocation cycle. These points can be carried forward only once.
- The priority list for receiving awards will be based upon total points accumulated during the award period. Highest point total has first choice.
- If a faculty member does not submit a request for research incentives carryover points are forfeited.
- The allocation will occur in February of each year with February 1 as the publication deadline for all awards.
- Publications in any journal not on the approved journal list are eligible for a $200 onetime only stipend.
- For every 12 points accumulated by a faculty member, the faculty member is eligible to receive $300 in support funding for student help, travel, supplies, or capital equipment.
- No differentiation will exist between single or co-authored articles in calculating the 12 points necessary for the funding support. Points will be rolled forward up to five years.

If a faculty member leaves the University’s employment voluntarily, all released-time and summer grants accrued or to be received are forfeited. Faculty members who involuntarily separate (health or non-renewal) may convert allocated benefits to cash at
$100 per point expended for the benefits. (Revised, Apr. 2003)

Academically Qualified Faculty

Faculty are considered academically qualified (AQ) if:
- The have a terminal degree with 2 refereed journal articles plus 1 other intellectual contribution (e.g., conference presentations) within a rolling 5 year period.
- All new tenure-track faculty members with terminal degrees have five years of academically qualified (AQ) status. (January 2008):
- If a newly hired faculty member has not completed a doctoral degree, the faculty member must have substantial coursework in the field in which he/she is teaching beyond the master’s degree. The faculty member must also be currently enrolled in a business doctoral program or in “all but dissertation” or equivalent status in a research doctoral program in order to maintain AQ status. A maximum of three years applies to this category of AQ designation.

Addenda (adopted by Administrative Council February 22, 2008)

- The Dean, Associate Dean, Assistant Dean, and Director of Online Programs positions will be designated as either AQ or PQ depending on their status as they entered their positions.

Professionally Qualified Faculty

Professionally Qualified (PQ) Criteria

(Adopted 12/15/09)

Professionally Qualified status requires a combination of academic achievement and professional accomplishment. Academic staff and faculty will be considered to be Professionally Qualified (PQ) provided they hold a masters-level or doctoral-level degree and attain significant practitioner experience relevant to the subject(s) being taught. Significant practitioner experience will be determined by the achievement of a eight (8) point rolling average over a five year period in those activities listed in Table XX. For the purpose of determining Professionally Qualified status, the year starts July 01 and ends June 30. Professional activities must be appropriately documented and entered into Digital Measures by September 01 to be counted for the preceding year. A single activity may only be counted once in a five year period. For example, a CPA may be counted once, for a total for a total 4 points but if the administrative staff member attended four distinct pedagogical workshops, each individual workshop would be counted once for a total of 4 points.

DEFINITIONS:
Executive position - employment in which supervisory and decision making authority affects the course of an organization that employs a significant number of personnel
and/or has significant sales (typically 50 or more persons, although employment may be seasonal, and/or $5 million in annual sales).

**Management position** - employment in which significant supervisory authority and/or decision making affects the course of a business smaller than that meeting the definition of an executive position department or a division of a larger organization as defined under executive position.

**Professional certification or licensure** - Certification or licensure from a nationally recognized authority that denotes expertise in a field of employment. Examples of professional certification or licensure include, CPA, PHR (Society for Human Resource Management or SHRM), and CPIM (APICS). Each professional certification or licensure may be counted once in a five year period, however only one professional certification from each administrative body, i.e. SHRM or APICS may be counted per five year period

**Single activity** – unless otherwise noted in Table XX a single activity is defined as being a unique event. For example, a 4 hour workshop on the optimal use of discussion in the D2L format would constitute a unique event and would be counted for 1 point. Attending a second workshop on writing across the curriculum would also constitute a unique event and would count for 1 point. The total for the two workshops would be counted as 2 points in the five year period.

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**TABLE XX**

The following activities are not intended to represent equivalent point values, e.g. four 1 point activities are not deemed equivalent to one 4 point activity. Rather, an 8 point total is expected to be indicative of the faculty or staff member’s ability to provide instruction in current subject matter closely related to the majority of the total points.

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<th><strong>8 point activities</strong></th>
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<td>Currently holding a Management or Executive position .</td>
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<td>Holding an Executive position within the last 5 years.</td>
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<td>Holding a widely recognized current Professional Certification or Licensure relevant to the subject(s) taught.</td>
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<td>Full time summer employment in the general field of the instructor’s teaching assignment(s).</td>
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<tr>
<td>Refereed journal article</td>
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### 2 point activities

Professional consulting in the field being taught. Professional consulting is defined as a relationship that requires a substantial time component (typically greater than 40 hours per client), multiple contacts with the client, and is of considerable duration. (May be counted only once per year, regardless of the number of consultancies. However, consulting may be counted every year for maximum of 10 points for a five year period. Employees of consulting firms may qualify under “Management position” or “Executive position.”)

Conducting class projects that address the needs of the business community. Projects are expected to be the equivalent of professional consulting. (May be counted only once per year, regardless of the number of class projects. However, class projects may be counted every year for a maximum of 10 points for a five year period.)

Professional journal article, not refereed

Book chapter

Presenting a paper at an academic or professional conference.

Obtaining and completing the requirements of a grant of $5,000 or more.

Officer of a discipline related professional organization. The time commitment should be substantially more than “Active involvement in a discipline related professional organization” as defined under 1 point activities.

### 1 point activities

Attending a discipline related conference, seminar, or workshop of at least 4 hours duration.

Active involvement in a discipline related professional organization. (Membership does not, by itself, constitute active involvement. Service on a committee or as a speaker are examples of active involvement.)

Faculty advisor to a CoBE student organization. Faculty advisors are expected to attend meetings and otherwise be actively involved with the student organization.

Attending a pedagogical workshop or seminar of at least 4 hours duration, e.g. D2L training, reading group, etc.

Continuing professional education, whether, or not, it is required to maintain a professional certification. Must be of at least 4 hours duration.

Provide discipline specific assistance to a community board or not-for-profit organization as a member of that organization. (Unpaid professional consulting to such organizations would count as 2 points.)
should be counted under professional consulting.)

Other activity that increases the discipline and/or pedagogical skills and knowledge as approved by the Department Chair or Department Merit Committee.

**Participating Faculty**

To be designated as “participating,” faculty must engage in four different activities distributed across two different categories in each academic year. The categories and activities are as follows:
| Governance & Policy Making | Attended college meetings  
|                          | Member of department committee  
|                          | Member of a college committee  
|                          | Member of a university committee  
|                          | Attended regular dept. meetings  
|                          | Collaborated with faculty outside your dept. on projects  
|                          | Worked on an integration of the core activity  
|                          | Was actively involved in assurance of learning processes  
| Non-Class Student-Related Activities and Service | Did academic advising  
|                                                  | Did career advising  
|                                                  | Presented to a community group  
|                                                  | Helped prepare students for professional exams  
|                                                  | Advised a student organization  
|                                                  | Was a mentor for students in a project for an outside organization  
|                                                  | Judged student competitions  
|                                                  | Represented the campus on community boards or nonprofit organizations  
| Faculty Development, Research, Grants | Published an article  
|                                               | Presented a paper at an academic conference  
|                                               | Wrote and/or procured a grant  
|                                               | Contributed to instruction-related technology initiatives  
|                                               | Applied for and used professional development funds  
|                                               | Attended a campus LEARN Center workshop/presentation or book discussion group  
|                                               | Attended a technology workshop  
|                                               | Attended college mentoring meetings  
|                                               | Other approved faculty development activities  

**Faculty Load**

A faculty member’s full teaching load is 8-9 credit hours per semester if they are academically qualified and 12 credits per year if they are participating faculty, but not academically qualified.

**Graduate Faculty Status Policy**

Faculty must be academically qualified to be considered a member of the graduate faculty. Only faculty with graduate status are permitted to teach graduate courses in College of Business and Economics graduate programs. (February 1, 1989)

**Leave Policy and Procedures for the College of Business and Economics**

It is the policy of the College of Business and Economics to encourage faculty members to seek and obtain educational and research opportunities which will enhance their professional standing, thus gaining increased recognition for their departments, the College, and the campus. These opportunities may occur while on campus or may require the faculty member’s requesting leave of absence with or without pay. The only leaves available with pay are sabbatical leaves. Requests for Sabbaticals follow procedures and guidelines as specified by the Office of Research and Sponsored Programs.

Leaves without pay may include among others: Fulbright, research, business and industry, serving in a governmental capacity, temporary assignment to another campus, or teaching at another institution.

It is essential that faculty and academic staff members have the opportunity to participate in a broad leave program. To build and maintain the reputation of the departments, faculty members must assume the responsibilities of keeping current in their fields, be exposed to new and developing fields; be actively exposed to the several aspects of new developments in their fields of expertise; have the opportunity to engage in meaningful research – both on and off campus; and have the opportunity to retrain into new and developing areas. A broad leave policy is one aspect of this faculty and departmental development.

It is also critical that the academic departments have the ability to provide students and the university community with a well-developed program of study and research with an adequate offering of courses and research activities. To accomplish this, it is necessary to maintain a level of program continuity in classroom, research, and developmental activities.

All faculty and academic staff of the College of Business and Economics are eligible for leaves of absence. A single leave request for any one semester or academic year will normally be honored provided it complies with all university, college, and departmental requirements for submission, and providing that the granting of such leaves will not impair the ability of the department and college to meet their basic purposes.
In the event of requests for leave from more than one faculty member during any one leave period where the capability of the department and/or college would be impaired by the granting of all requests, the needs of the department and college come first. Prioritizing of leave requests will be done by the departmental personnel committee using such criteria as: anticipated benefit to the department from the granting of the leave; number of years taught at Whitewater; date of most recent leave; number of leaves during the past ten years; contribution to the professional development of the faculty members; ability to secure a replacement; etc. Reasons for not granting a leave request will be furnished the applicant.

A leave of absence is normally one year. A second year may be granted on application to complete a specific project and/or activity. Sequential leaves are discouraged, but under rare circumstances may be granted.

Requests for a leave of absence without pay must be submitted to the department chairperson/supervisor for approval and subsequently forwarded through the Dean/Division Head, Provost, and Chancellor for approval.

If the leave involves a temporary appointment from an external agency, the faculty/academic staff member must notify the department chairperson/supervisor at the time of submitting the application to the off campus agency. The department chairperson/supervisor shall inform the dean/division head.

Deadlines for requests for a leave of absence without pay that do not involve an external agency are September 1 for the following spring semester and February 1 for the following fall semester.

For purposes of seniority, a leave of absence without pay does not interrupt service but does not count toward seniority. Likewise, a leave of absence without pay does not count toward retirement benefits.* Various fringe benefits may be maintained at the faculty/academic staff member's own expense. The faculty/academic staff member should contact the Personnel Office regarding the impact that a leave of absence without pay will have on fringe benefits.

Faculty/academic staff on leave shall provide the department chair/supervisor with their address, FAX number and phone number on a timely and continuing basis.

**Student Academic Grievance**

Each academic department in the College shall establish a Student Academic Grievance Committee. The Student Grievance Committee serves as an agency for hearing and resolving student academic grievances presented against any faculty member, academic staff member, classified employee, graduate assistant, student assistant, the department chair, or any other officer, employee or committee or other agency of the department acting in that capacity. Grievances shall be handled according to university policy.
Office Hours

Every full-time faculty/staff member is to maintain eight (8) hours of office hours. A minimum of five (5) of those hours must be conducted on campus over at least two days per week. The remaining three (3) hours may be conducted on campus or electronically. All office hours, including electronic, must be at a set time each week. Office hours and location must be identified on the syllabus.

Every part-time faculty/staff member is also expected to maintain office hours. Department chairs assign the number of office hours expected. Generally, these should be proportional to the above policy based on load. (Adopted 2/10/09).

Delivery of Teaching Evaluations

All teaching evaluations will be administered online. (Adopted by vote of college 2/22/10).

Department and College Meetings

Department and College meetings should be scheduled between 3:30 p.m. and 5:00 p.m. on Monday and Wednesday. If at all possible, faculty and participating academic staff should not be scheduled to teach during this period.

Merit Policy

The Board of Regents has traditionally maintained that educational quality should be sustained and strengthened through selective salary adjustments for meritorious faculty performance as judged by peer reviews. State compensation policies also have emphasized merit as the primary criterion for “discretionary” (not across the board) adjustments for unclassified employees. Continuing the Board’s policy and in anticipation of a State appropriation of funds for discretionary merit adjustments, the institutions should initiate unclassified personnel performance reviews within the following framework:

A. Merit recommendations for faculty shall be based on positive contributions by the faculty member to the teaching, research, public service and/or supportive functions inherent in the institution’s mission. Assessing of teaching faculty shall include consideration of student evaluations. (Regent Policy Document 74-13, October 4, 1974)

B. Merit recommendations for academic, unlimited and other unclassified staff shall be based on supervisory assessment of meritorious performance in their areas of assigned responsibility.

C. Race, religion, sex, national origin, age, handicap, political views or source of salary support shall not be factors in merit determination.
General Framework

1. Five categories of merit ratings with specific minimum criteria requirements for each level except “no merit.”
   a. Outstanding b. Excellent c. Good d. Acceptable e. No Merit

2. Two consecutive academic/fiscal years are the period for review. The use of these academic/fiscal years is set aside to insure that all contributions are recognized.

3. Merit funds will be distributed by a salary-based allocation.

4. The evaluation of each individual will be based on both teaching and research and service such that:
   a. All faculty members are subject to the same criteria for research, publication, and service.
   b. Overall merit ratings will be determined at the departmental level and subject to review by the Dean.

 Procedures

A. The faculty member shall provide typewritten documentation for each area of faculty activity under review for merit purposes, i.e., effective teaching, research, publication, and service.

B. Merit evaluation shall be made at the departmental level. Departments shall establish an evaluation procedure to review the documentation of each faculty member and assign the appropriate rating on the cover sheet of the documentation.

C. The merit evaluation shall be shared with the faculty member involved prior to the time the recommendations are forwarded to the Dean.
   1. If a faculty member strongly disagrees with the departmental findings and a resolution is not obtained at the departmental level, a memo to this effect shall accompany the departmental recommendation forwarded to the Dean.
   2. The faculty member shall have the right to a meeting with department chair and/or chair of the departmental merit committee prior to the time the recommendation is forwarded to the Dean.

D. The merit evaluation shall be forwarded to the Dean of the College of Business and Economics for review.
1. If the Dean changes the departmental recommendation of a faculty member, the Dean shall report such change to the department and/or chair of the departmental merit committee, who, in turn, shall notify the faculty member.

2. The faculty member shall have the right to a meeting with the department chair and/or chair of the departmental merit committee and the Dean, prior to the time the Dean forwards the recommendation to Campus Administration.

3. If a disagreement persists, the aggrieved faculty member may forward said grievance to the College Faculty Grievance Committee for review, prior to the time the Dean forwards the recommendation to Campus Administration.

E. If any faculty member, department, or Dean has a problem or question regarding Merit Policy, such matters shall be referred to the College Salary Committee for clarification and review.

F. Merit funds shall be distributed on the basis of the following weights:
   1. Outstanding Merit Rating 2.0
   2. Excellent Merit Rating 1.5
   3. Good Merit Rating 1.0
   4. Acceptable Merit Rating .5
   5. No Merit Rating .0

G. The Faculty Salary Committee will review the system, the procedures, and the results on a periodic basis and make appropriate recommendations to the College Faculty.

Criteria

A. Teaching Effectiveness

Teaching Effectiveness shall be determined at the department level. Each department must develop standards for the various ratings regarding teaching effectiveness. Teaching effectiveness shall be based upon the college’s teaching effectiveness committee report adopted by the college faculty on October 20, 1993.

   1. Student evaluations (mandatory) and chair/committee evaluations (optional). The computerized “Purdue System Instructor – Course Appraisal” instrument shall be administered by a third party during the last three weeks of the semester for all courses taught during both of the academic year semesters. Under no circumstances shall these evaluations be handled by the instructor or made available to the instructor until after grades for the semester have been turned in.
2. The questions included in the student evaluation document shall include the following five as the college wide core, plus 10 more questions to be chosen at the department level.

- 002 - My instructor displays a clear understanding of course topics.
- 007 - My instructor seems well prepared for class.
- 017 - My instructor displays enthusiasm when teaching.
- 041 - My instructor makes good use of examples and illustrations.
- 077 - My instructor deals fairly and impartially with me.

3. The student evaluation results shall be evaluated by calculating the mean of the median scores listed on each faculty member’s evaluation sheet for each course. The mean of individual course results for each faculty member will then be classified/rated using the following college wide scale:

<table>
<thead>
<tr>
<th>Score Description</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>4.0</td>
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<tr>
<td>Excellent</td>
<td>3.75</td>
</tr>
<tr>
<td>Good</td>
<td>3.5</td>
</tr>
<tr>
<td>Acceptable</td>
<td>3.0</td>
</tr>
<tr>
<td>No merit below</td>
<td>3.0</td>
</tr>
</tbody>
</table>

4. A full teaching portfolio will be required for merit purposes only: a. in those cases where student evaluation ratings are less than outstanding, or b. from probationary tenure track faculty.

5. In those cases where it is required, the teaching portfolio should document: a. extraordinary circumstances, b. exceptional contributions, or c. specific individual efforts made to enhance teaching skills.

6. The extent to which the above conditions are achieved will be determined at the department level, in light of the recommendations of the TEC.

7. Based on that departmental evaluation, the portfolio shall increment the student evaluation score by no more than .25, having an impact that shall not increase the merit category by more than one level (e.g. from Excellent to Outstanding).

8. In those cases where a teaching portfolio is not required, other information relevant to assessment beyond student evaluations, the nature of which is to be determined by the departments, shall be evaluated.
B. Research and Service
Participation in department, college, and/or university operations through advising and committee membership is considered to be a part of every faculty member’s responsibility for all merit ratings. Such activity alone would constitute the minimum requirements for an acceptable rating in this category. Other activities which would count toward higher ratings are listed in the section entitled, “Meritorious Research and Service Activities.” Minimum requirements for all ratings are explained below: (revised 10/95)

1. Outstanding (24 points, 4 points from items 1-6)
   Outstanding merit could be obtained by earning 24 points from the activities listed in “Meritorious Research and Service Activities”, including a minimum of 4 points from items 1-6.

2. Excellent (18 points, 2 points from items 1-6)
   Excellent merit could be earned by earning 18 points from the activities listed in “Meritorious Research and Service Activities”, including a minimum of 2 points from items 1-6.

3. Good (12 points)
   Good merit could be earned by earning 12 points from the activities listed in “Meritorious Research and Service Activities.”

4. Acceptable (6 points)
   Acceptable merit could be earned by earning 6 points from the activities listed in “Meritorious Research and Service Activities.”

5. No Merit
   A faculty member with less than an acceptable rating will not be eligible for a merit increment. This policy likewise applies to those whose appointment is being terminated at the end of the current period.

C. Meritorious Research and Service Activities

1. Publication of a book (6 points). This is contingent upon the following documentation:
   a. Signed contract with publisher
   b. commitment of publisher to publish

2. Refereed Journal Article (4 points each)

3. Professional Journal Article (2 points each)

4. Chapter in a book (1 point each)

5. Study guide or instructor’s manual (1 point each)

6. Presentation of a paper of significant research and/or member of a discussant panel in a faculty member’s discipline to a professional society. Simply chairing a session does not count unless evidence of significant contribution is presented. (1 point each)
7. Editor of a professional publication. There must be at least one issue published during the year. (1 point for each editorship per academic/fiscal year)

8. Editorial board member of a refereed or professional publication. (Only 1 point will be given for each editorship per academic/fiscal year.)

9. Successful submission and receipt of a grant of $1,000 or more. Sabbaticals, college release time or college seed money grants do not count:

    Grants $1,000 to < $10,000 1 pt. $10,000 to < $25,000 2 pts. $25,000 to < $50,000 3 pts. Over $50,000 4 pts.

10. Presentation of a program in Continuing Education, Executive Development, or Certification. Effectiveness should be demonstrated by ratings or other means. (Only 1 point will be given for each unique program in any academic/fiscal year, regardless of the number of times that program is offered.) Maximum points for the two academic/fiscal years are 6.

11. Major faculty advisor to a student organization in the College of Business and Economics in which significant meetings have taken place and in which the organization is not only progressing, but also making significant contributions to the background of the students and the College. (1 point for each advisor-ship per academic/fiscal year.)

12. Officer, leader, or active committee member in a professional organization in the faculty member’s discipline. (One point per organization per academic/fiscal year.) The maximum number of points for the category is 8.

13. Holding office or making a significant contribution to an active University or College Committee where a high level of responsibility is required. Documentation must include a minimum of 10 hours and/or 3 meetings per committee per academic/fiscal year. The total maximum number of points for this category is 8.

14. Officer of a community organization or an active member of a public advisory committee (e.g., advisory committees of the Department of Public Instruction or other public agencies or commissions, statewide program committee, etc.). These are normally appointments based on expertise and are unpaid positions. Holding public office and posts in religious/charitable organizations will not be counted. (1 point for each post per academic/fiscal year)

15. Professional consulting considered significant by the faculty member’s department. Documentation of a minimum of 15 hours time per project must be submitted to qualify for 1 point per project. (SBDC and SBI consulting are limited to 1 activity point regardless of the number of cases handled.) Maximum points for this category is 6.
16. Attendance at professional meeting. Maximum points for this category is 2.

17. Each department merit committee (or chair if no merit committee exists) may select up to 2 faculty members per academic/fiscal year for significant departmental committee contribution or service for a maximum of 1 point per individual in any academic/fiscal year with a maximum of 2 points per individual per merit period.

18. Other research, publication, or service activity considered significant by the faculty member’s department. Maximum points in this category are 6.

D. Overall Criteria

Overall merit ratings are based on the ratings in the two major categories: teaching and research and service. The following table shows the maximum overall rating for all possible combinations of ratings in those two categories:

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Research and Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outstanding</td>
<td>Outstanding</td>
</tr>
<tr>
<td>Excellent</td>
<td>Outstanding</td>
</tr>
<tr>
<td>Good</td>
<td>Excellent</td>
</tr>
<tr>
<td>Acceptable</td>
<td>Good</td>
</tr>
<tr>
<td>No Merit</td>
<td>No Merit</td>
</tr>
</tbody>
</table>

Promotion Standards

Introduction
Promotion, including the granting of tenure, has long-term implications for the departments within the College of Business & Economics (CoBE), the CoBE itself, and the University of Wisconsin-Whitewater. It is the responsibility of the department to be involved with tenure-track faculty members at each step of the promotion process. This can be accomplished via the University’s Purple Book and the annual goal-setting process as articulated in each faculty member’s Document of Intent.

Standards
The College of Business & Economics (CoBE) strives to demonstrate and support individual faculty members’ unique style, talents, strengths, and professional contributions while simultaneously supporting the goals and missions of the CoBE and University. Promotion standards embrace Boyer’s teacher-scholar model and its overarching criteria. Thus, a candidate’s work must:
• reflect the possession of a thorough knowledge of the candidate’s discipline,
• exhibit methods, procedures, and/or resources appropriate to the candidate’s discipline,
• produce significant results, and
• be effectively communicated, including evidence of well-defined professional goals.

Candidates must provide a narrative that specifically ties their contributions in teaching, research and other scholarly activities, and service to the mission and standards of their departments and the CoBE. Departments must provide a narrative that ties the faculty member’s teaching, research and other scholarly activities, non-teaching assignments, and service to the mission and standards of the department, CoBE, and University. In addition, departments must provide appropriate indicators of quality in all four areas. Assessment for promotion and/or tenure will be based on (a) the minimum standards set forth in the accompanying table and (b) the qualitative assessment in each area provided by the department. (Note: Merely meeting the minimum quantitative standards does not guarantee promotion or tenure, without the appropriate qualitative support of the department and CoBE.)

**Teaching.** Teaching, including advising, is the primary responsibility of faculty members in the CoBE. As often as possible, the standard classification of performance data (UW-Whitewater Policies and Procedures) should be used for all performance reviews, including promotion and tenure decisions. While it is not expected that all performance data items will be part of a candidate’s portfolio (i.e., Purple Book), all of the items listed below are eligible for inclusion. However, CoBE standards require both (1) student evaluations of teaching and (2) peer reviews of teaching.
Teaching and Advising

(Adapted from UW-Whitewater’s Standard Classification of Performance Data)

- **Instructional Methodology**
  - Course syllabi
  - Student participation
  - Presentation of material
  - Communication with students
  - Testing/evaluation/grading

- **Service to Students**
  - Advising and mentoring students
  - Supervision of student research projects
  - Supervision of independent study
  - Assistance with job or graduate school placement

- **Enhancement of Teaching Skills**
  - Participation in programs for improving teaching
  - Peer consultation or mentoring
  - Team teaching
  - Faculty exchanges
  - Observation of master teachers
  - Student performance on assessments
  - Innovation in at least one of the following areas: teaching, advising, curriculum development, or other teaching related responsibilities (required for promotion to full professor)

- **Student Performance**
  - Student performance on assessments

- **Support for Department Goals**
  - Curriculum development
  - Off campus teaching
  - Participation in distance education

- **Course Load**
  - Courses taught
  - Class size
  - Number of preparations
  - Course level
  - Types of courses taught: major, required, elective

- **Grants** for the improvement of teaching
- Department, constituency, university and UW-System **awards for excellence** in teaching
- **Recognition** of teaching by discipline-related professional organizations

Job Performance in Non-Teaching Assignments

(a) Within Department: An appropriate committee (e.g., Merit, Personnel, Chair’s Advisory, Ad Hoc, etc.) will evaluate the candidate’s record of effectiveness in
professional effort and responsibility in the non-teaching assignment (e.g., department chair, program coordinator, etc.) and assign a rating of outstanding, excellent, good, acceptable, or no merit. The committee must provide a narrative with a rating, at least biennially, that ties the faculty member’s performance in the non-teaching assignment to the mission and standards of the department, CoBE, and University.

(b) Outside the Department: An appropriate committee (e.g., Administrative Council, Ad Hoc, etc.) or entity will evaluate the candidate’s record of effectiveness in professional effort and responsibility in the non-teaching assignment (e.g., department chair, program coordinator, etc.) and assign a rating of outstanding, excellent, good, acceptable, or no merit. The committee or entity must provide a narrative with a rating, at least biennially, that ties the faculty member’s performance in the non-teaching assignment to the mission and standards of the department, CoBE, and University.

Research and Other Scholarly Activities
The teacher-scholar model reflects the importance of research and other scholarly activities in the continuing development of the university professor. The research and other scholarly activity criteria for promotion underscores the need for scholarly contributions that not only meet the numeric standards, but also represent true contributions to the knowledge based of business disciplines. In writing the narrative requesting promotion with tenure, candidates must develop a convincing argument for the importance of their research and scholarly activities. The value of the candidate’s work to their respective disciplines must be demonstrated objectively with a review of their work by an “outside” reviewer with knowledge of their field. Some other objective ways to demonstrate the value of a candidates work include:

- Citations in national and international professional literature;
- Specific advances (attributed to them directly) that have results in improvements in business practices or public policy;
- Contributions to UW-Whitewater’s reputation in other ways (e.g., honors, awards, or other recognitions);
- Significant organizing role for a journal’s special issue(s);
- Requests for reprints, inclusion in anthologies and/or readings books, or other acknowledgements of the value of their scholarly activities.
Service. The candidate for promotion must achieve a record of professional service to their academic field of study, the academic community (i.e., department, CoBE, and university), and/or the public through various activities that take place outside the classroom. Service to a candidate’s field of study includes service to professional associations and journals.

Time spent on service activities and the significance of the service contributions are considered in the evaluation of the quality of the candidate’s service record. In general, a “significant” activity involves a minimum of (a) 10-hours of work or (b) three meetings per year. In addition, no more that 50% of a candidate’s service activities can be in any one of the subcategories presented in the table below.

In addition, the candidate must show a potential to assume a contributing role within faculty as one moves towards tenure and the rank of professor. For example, (1) promotion to Associate Professor requires meaningful service to the university community and/or academic community and (2) promotion to Professor requires service contributions that have made a recognized contribution to the betterment of the university community and/or academic community.
<table>
<thead>
<tr>
<th><strong>University Service</strong></th>
<th><strong>Professional Service</strong></th>
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<tbody>
<tr>
<td>• Department committees</td>
<td>• Editor of a professional journal</td>
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<td>• College committees</td>
<td>• Manuscript referee</td>
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<tr>
<td>• University committees</td>
<td>• Reviewer of grant proposal for granting agency</td>
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<tr>
<td>• UW-System committees</td>
<td>• Reviewer of promotion or personnel files for another university</td>
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<tr>
<td>• Faculty advisor to a student organization</td>
<td>• Discipline related consultant</td>
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<td></td>
<td>• Editorial Board member</td>
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<tr>
<td>• Contributor to department, college, or university reports (audit, accreditation, self-study, etc.)</td>
<td>• Other</td>
</tr>
<tr>
<td>• Assigned mentor or advisor to a probationary faculty member</td>
<td>• Officer of or service to a professional association</td>
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<tr>
<td>• Other</td>
<td>• Provider of non-credit continuing education</td>
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<td></td>
<td>• Presenter of in-service programs for faculty and staff</td>
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<td></td>
<td>• Other discipline related activity</td>
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</tbody>
</table>

Approved May 2006
Univeristy of Wisconsin - Whitewater  
College of Business & Economics

### Promotion to:

<table>
<thead>
<tr>
<th>Types of Decisions</th>
<th>(1) Associate Professor With Tenure</th>
<th>(2) Associate Professor (Already Has Tenure)</th>
<th>(3) Tenure (Already Associate)</th>
<th>(4) Professor</th>
<th>(5) Tenure (Already Professor)</th>
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<tbody>
<tr>
<td><strong>Categories</strong></td>
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<td>A. Teaching</td>
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<td>Three of last four years</td>
<td>Three of last four years</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
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<td>outstanding or excellent</td>
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<td>outstanding or excellent</td>
<td>outstanding or excellent</td>
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<tr>
<td>B. Job Performance (if applicable) (Non-Teaching Assignments)</td>
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<td>of time, outstanding or excellent</td>
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<td>1. Within department</td>
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<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
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<td>of time, outstanding or excellent</td>
<td>of time, outstanding or</td>
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<td>excellent</td>
<td>outstanding or excellent</td>
<td>outstanding or excellent</td>
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<tr>
<td>2. Outside department</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
<td>Last three years, or 2/3</td>
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<tr>
<td>C. Research and Scholarly Activities</td>
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<tr>
<td>Publications</td>
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</tr>
<tr>
<td>1. Refereed articles* or cases, or (single or co-authored), or</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
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<tr>
<td>2. Refereed articles* or cases (more than two authors), or</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>3. Scholarly Book * Includes Law Review articles</td>
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<td>Intellectual Contributions</td>
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<td>See description in Notes to Standards</td>
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### D. Professional and Public Service

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<th>(must include at least one activity in each category for the review period)</th>
<th>10 Total</th>
<th>10 Total</th>
<th>10 Total</th>
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<tbody>
<tr>
<td>1. University</td>
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<td>2. Professional</td>
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<td>3. Public</td>
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The standards depicted in this table represent the minimum quantitative requirements to be considered for promotion in the College of Business & Economics. Approved May 2006

What follows is the process for selecting External Reviewers to provide reports on the research portfolio of candidates for promotion and tenure in the College of Business and Economics.

Selection process and receipt of research review

1. The candidate should select three to five External Review (ER) prospects who are established experts in the candidate’s field of research expertise and submit these names to the Department Chair. Along with the names, the candidate should provide contact information and a summary of their credentials. During the process of identifying possible reviewers, the candidate may ask the department chair and other faculty to provide recommendations. The candidate is not required to accept those recommendations, though s/he must ultimately identify 3-5 ER prospects.

2. ER prospects should have an “arms'-length” relationship with the candidate to ensure their objectivity in evaluating the candidate’s research. For example, they should not be co-authors or research collaborators, graduate advisors, former teachers, former colleagues, or relatives.

3. The candidate should seek guidance from the Department’s Promotions Committee (DPC) in case of (a) concerns about the appropriateness of a prospect or (b) a need for names of appropriate ER prospects. In the latter case, if the DPC cannot suggest names, then it will consult with other members of the Department and, if necessary, contact extra-mural sources for possible names.

4. Once the DPC has a list of names from and/or acceptable to the candidate and has confirmed arms’ length relationships, it will select one or two from whom it will request a research review. It will contact the potential ER(s) and confirm their willingness to serve and meet the review deadline. It will then send the ER(s) (a) a formal letter of invitation and confirmation of their willingness to serve, (b) the candidate’s CV, (c) copies of the candidate’s published articles and working papers for the period under review, and (d) a summary of the University and College promotion and tenure standards, as appropriate. Instead of the DPC, the Department Chair may be the initial contact and correspondent with the ER(s).

5. The ER(s) is required to submit a timely review of the candidate’s research in terms of quality and quantity relative to the University and College standards; and will be asked to submit a summary of their own qualifications for scrutiny by the Department, College, and University.

Timeline:

1. Spring semester prior to review year: Formation of list of potential ERs and confirmation of willingness to serve by one or two ERs; provision of confirming letter of invitation and candidate’s materials to ER(s) by at least two weeks before the end of the Spring term.

2. Early September of review year: ER(s) provides review of candidate’s research along with summary of own qualifications.

3. Fall of review year: ER review(s) included in candidate’s Purple Book as of the deadline for its submission for its initial review (Department).