

**CODE OF THE DEPARTMENT
OF MANAGEMENT**

Approved May 8, 2019

TABLE OF CONTENTS

Section I.	Mission and Objectives.....	4
	A. Mission Statement	4
	B. Statement of Objectives	4
Section II.	Organization and Administration	5
	A. Department Chair	5
	B. Academic Faculty	6
	C. Faculty Meetings.....	7
	D. Electronic Voting.....	8
	E. Salaries.....	9
	F. Travel.....	9
	G. Summer Teaching.....	10
	H. Personnel	10
	I. Operational Evaluation	11
	J. Committees.....	11
Section III.	Faculty Administrative Policies and Procedures	11
	A. Department Workload Policy	11
	B. Appointments of Faculty	12
	C. Formation of Promotion and Tenure Committees	14
	D. Procedures for Promotion for Tenure-Track Faculty	14
	E. Procedures for Tenure for Tenure-Track Faculty.....	15
	F. Procedures for Promotion for Contract/Continuing Faculty	16
Section IV.	Faculty Evaluation, Tenure & Promotion (P&T) Standards, and Disciplinary Actions	16
	A. Annual Faculty Performance Evaluation.....	16
	B. Standards for Tenure and Promotion to the Rank of Associate Professor	17
	C. Standards for Promotion to the Rank of Professor	19
	D. Standards for Promotion to the Rank of Senior Instructor.....	20
	E. Standards for Promotion to the Rank of Master Instructor.....	21

F. Comprehensive Midpoint Probationary Period Review of Untenured, Tenure-Track Faculty	22
G. Annual Probationary Period Review of Untenured, Tenure-Track Faculty	22
H. Disciplinary Action for Tenured Faculty.....	23
I. Phase I Comprehensive Performance Reviews	23
J. Phase II Comprehensive Performance Reviews.....	23
Section V. Student Grade Appeals and Faculty Grievances.....	26
A. Graduate Student Evaluation	26
B. Student Grade Appeal Procedures	28
C. Faculty Grievance Procedures	28
Section VI. Procedures for Changing the Department Code.....	28
Section VII. Relationship to the University and College Codes	29
Signature Page.....	30

CODE OF THE DEPARTMENT OF MANAGEMENT

Section I. Mission and Objectives

A. Mission Statement

The Mission of the Department of Management is to improve people's lives through preeminent, impactful scholarship, and transformative education. The mission of the Department will be accomplished by achieving objectives in the following areas.

B. Statement of Objectives

1. Teaching and Advising Objectives

The Department faculty as a whole shall seek to develop in our undergraduate and masters level students:

- a. A broad managerial knowledge.
- b. Specific competencies related to the management function.
- c. Skills and abilities necessary for making practical, ethical, and innovative management decisions in a global environment.
- d. An understanding of concepts and practices related to international issues.
- e. Critical thinking, communication skills, and problem-solving capabilities.
- f. Subject matter and technical expertise in both classical and contemporary management thought. An appreciation of diverse and multicultural perspectives.
- g. An informed perspective on curricular and career opportunities fostered through faculty advising and counseling.
- h. The professional attitudes and behaviors necessary for positions of responsibility in private and public-sector organizations.

2. Research and Scholarship Objective

The Department faculty as a whole shall seek to:

- a. Develop and disseminate knowledge in management and related areas.
- b. Integrate both classical and contemporary management tools and techniques into a problem-solving environment.
- c. Enhance our knowledge and awareness of the field of management.
- d. Acquire external funding (e.g., grants, contracts), which will help support the research efforts of the faculty.

3. College of Business and the University Community Objective

To fulfill their responsibilities as contributing members of the College of Business and the University community, department faculty as a whole shall:

- a. Participate in the shared governance of the College of Business and the University through service on college-level standing and ad hoc committees and through membership on and participation in university-level committees and programs. In addition, Department Faculty will participate in the other activities that comprise active leadership of a land grant institution.
- b. Cooperate with other units on campus to assist them in meeting mutually-identified needs.

- c. Engage in department-level committees and roles as needed.

4. Professional Service Objective

To fulfill their responsibilities as contributing members of the academic community, department faculty as a whole shall:

- a. Participate in the professional academic service activities such as: journal reviewing, leadership roles in academic organizations, journal editors, and similar activities.

5. Outreach Objective

The Department Faculty as a whole shall engage in activities that enhance the capability of Colorado State University to fulfill its land-grant responsibilities by:

- a. Continuing to offer credit courses to students in geographically-distant locations.
- b. Participating in professional organizations.
- c. Providing assistance to the business community in the form of workshops, training sessions, short courses and general business advice.
- d. Participating in local and regional organizations contributing to an improved quality of life in Colorado and the Rocky Mountain region.

6. Curriculum Evaluation Objective

- a. The Department Chair and the faculty will continuously monitor and evaluate the curriculum to ensure that it meets the changing needs of students and the business community. The primary evaluation will be based upon the professional judgment of the faculty with inputs from AACSB, graduates of the Department and College, University faculty, business executives, comparable departments of Management at other universities, and current students in the Department of Management. To accomplish this objective, the Department Faculty will systematically gather feedback from students, alumni, employers, and various other stakeholders.

Section II. Organization and Administration

A. Department Chair

1. Department Chair Position

The Department Chair is the administrative and academic officer in the department. The Department Chair has the general responsibility for any personnel activities which may affect the professional status of the department or the best interests of the university. The Department Chair must be a tenure-track faculty and can be either an Associate or Full Professor in the department. The term of office for the Chair of the Department of Management is five years. Once each year, the Dean will receive from the individual faculty members of the Department a report on how the Department Chair contributes to the effectiveness of the programs and the faculty in the Department and within the College. In addition to the responsibilities specified in Section C.2 of the *Manual*, the Department Chair responsibilities include, but are not restricted to the following:

- a. Coordination of all academic and instructional matters.
- b. Development and strengthening of faculty, academic programs, and

prestige of the department.

- c. Preparation and supervision of the budget and the coordination of fiscal and academic matters including pay increments and equity adjustments in salaries.
- d. Review and approval of appointments, advancement, and tenure of faculty members. The Department Chair, Department Faculty, and other administrators are expected to make recommendations in these matters, but the final decision rests with the President of the University.
- e. Implementation and coordination of undergraduate curricula to meet changing educational needs of students together with maintenance of acceptable standards of admission and retention of student majors within the department.
- f. Analysis of teaching loads and related staff responsibilities to promote the interests of students and the maximum effectiveness of the faculty.
- g. Support and promote faculty members' professional development and accomplishments.
- h. Counseling of both faculty and students in academic and professional matters.
- i. Implementation of short- and long-range plans and objectives for the department.
- j. Represent the Department on the College Administrative Committee.
- k. Development of harmonious working relationships within the department, with other departments on campus, with other educational institutions, and with business, labor, government, and consumer groups in the State of Colorado and the nation.

2. Department Chair Faculty Duties

The Chair has the following faculty responsibilities:

- a. Teach a maximum of one class per academic year.
- b. Serve on University and College committees as appointed.
- c. Maintain professional involvement and scholarly activities in chosen area of specialization.
- d. Represent the faculty to the business community and the constituencies of Colorado State University.

B. Academic Faculty

1. Faculty Responsibilities

The faculty of the Department of Management shall be responsible within the framework of University policy for:

- a. Academic standards within the Department.
- b. Approval of academic programs and general policies concerning programs, curricula, departmental organization, and professional activities.
- c. Degree requirements, scholastic standards, honors and distinction granted, and counseling and advising activities.

2. Faculty Governance

Faculty governance is a means by which the Department Faculty can influence and implement policies related to:

- a. Curricula suited to the needs of the public served.

- b. Conditions that contribute to students' learning and development.
- c. Effective teaching and research, and other professional activities.
- d. Administration of the Department.

3. Faculty Members

- a. Faculty who hold tenured and tenure-track (full-time or part-time) (as defined in Section E.2 in *The Manual*) and transitional appointments (as defined in Section E.2) at any rank, herein known as tenure-track faculty, shall have the right to participate and vote in the conduct of all relevant departmental business unless excepted elsewhere.
- b. Faculty on contract and continuing appointments (as defined in Section E.2 in *The Manual*) shall have the right to participate and vote in the conduct of all relevant departmental business except in personnel matters involving tenured and tenure-track faculty (e.g., hiring, promotion, and tenure decisions related to tenure-track and tenured faculty).
- c. Faculty on adjunct appointments (as defined in Section E.2 in the *Manual*), affiliate appointments (as defined in Section E.2 in the *Manual*), and visiting appointments (as defined in Section E.2 in the *Manual*) to include post-doctorate visiting appointments shall have general faculty privileges and the use of departmental facilities. They are encouraged to attend departmental meetings and are encouraged to participate, but will have no voting privileges.
- d. Major departmental policies shall be determined by the Department Chair in collaboration with voting faculty in announced regular or special departmental meetings.

4. Departmental Committees

- a. All faculty members with service in their workload are expected to contribute to the service objectives by serving on committees. The Department Chair will work with the faculty in the assignment of those duties and must approve all committee membership for contract, continuing and tenure-track faculty. Those with adjunct appointments may serve on committees but must also have approval of the Department Chair. Ad hoc committees may be established upon request of any faculty member. Membership of the committees may be appointed by the Department Chair for activities related to special topics or problems not directly the concern of other existing committees. These ad hoc committees will function in accordance with a specific charge and procedure.

5. Faculty Meetings

- a. The Department of Management shall hold no fewer than one Department Faculty meeting each semester. Such meetings shall be scheduled at a time when it can reasonably be expected that a majority of the Department Faculty will be in attendance.
- b. Written notice shall be given of such meeting by the Department Chair not later than five working days in advance of the meeting date. Electronic notification (e-mail) shall be considered written for purposes of this section. In case of an emergency, the notice requirement is limited to 24

hours.

- c. A special Department Faculty meeting may be called if at least 50 percent of the Department Faculty eligible to vote express their wish to have such a meeting.
- d. For the purposes of transacting business, a simple majority of the Department's voting faculty in attendance shall constitute a quorum. Proxies will not be recognized in establishing a quorum. Voting on all matters, except where parliamentary matters dictate otherwise, shall be by simple majority of those voting. Unless stated otherwise, secret ballots will be used for voting.
- e. Voting proxies from absent members may be held by a Department voting faculty member, with a limit of one proxy per faculty member. The Department Chair is not eligible to hold the proxy of another faculty member.

6. Electronic Voting

Electronic voting on issues raised but not decided at a regular or special departmental meeting will be permitted. In addition, at times when the Department Chair would like to record a vote on a specific issue without calling a departmental meeting, they may request a vote by electronic means. Electronic voting rules include the following:

- a. The test of a majority or a two-thirds majority will be determined by dividing the number of eligible votes cast by the number of eligible faculty members in the department. A reasonable time limit may be imposed for voting.
- b. No electronic vote may be taken where the time to vote is less than three working days after the call for such a vote. Electronic voting should not be conducted during periods of the year when faculty members may be reasonably expected to be away from campus (e.g., winter break) or are generally not on appointment (e.g., summer).
- c. A record of all electronic votes shall be maintained in a departmental file in the same manner as regular or special meeting minutes. Unless required elsewhere, names of those voting for or against a specific motion shall not be maintained; a tally of votes recorded shall be maintained for the written record. The Department Chair shall have at least one member of the faculty, or the Department Administrative Assistant, validate and verify all electronic votes.
- d. A request for an electronic vote may be vetoed in writing or electronically transmitted to the Department Chair by any single faculty member.
- e. Any voting member of the department may ask for an extension of the time limit to electronically vote. Should this request be denied by the Department Chair, every attempt shall be made to clarify to all voting members why this request is being denied.
- f. A request for electronic voting shall not be used by any voting member of the department, or the Department Chair, as a means to either limit or restrict discussion of the issue at hand. Electronic discussion of issues may take place prior to an electronic vote. The Department Chair shall make

every effort to ensure that debate has been exhausted before a request to vote electronically is requested or called for.

7. Salaries

The annual evaluation process for each faculty member leading to salary recommendations for the following fiscal year begins with the faculty member completing a college-wide calendar year Annual Faculty Activity Report. The annual evaluation process, along with other relevant information will be used by the Department Chair in making recommendations regarding faculty salaries. Recommended raise figures shall be forwarded by the Department Chair to the Dean for review. The Dean shall have final authority in recommending adjustments to base salary. All recommendations for salary increase must be approved by the President.

8. Travel

a. Purpose of the Policy

Consistent with its mission and objectives, the Department of Management encourages faculty members to attend conferences and other academic events. The Department will subsidize such travel according to budgetary constraints and the interests of the Department. The specific guidelines for disbursement of travel funds are set forth below.

b. Administration

As a general principle, the Department will set aside funds for tenure-track and non-tenure track faculty to continue to develop their professional activities. The administration of funds will be based on the following procedures:

- i. STAR Accounts: Tenure-track faculty and non-tenure-track faculty who are qualified as scholarly academic will be eligible for “Support for Teaching and Research” (STAR) account balances that they can use for teaching and research expenses to include travel within a given fiscal year. The Department Chair will announce the base amount given to eligible faculty as soon as possible following budgetary allocations made by the College. The funding amounts may differ each year depending on departmental budgets and will be awarded for the period July 1 through June 30. In addition to their base funding amounts, faculty can also earn additional funding amounts based on their premier and high-quality journal acceptances in the prior year. For specific details on STAR funds, please see the “Support for Teaching and Research (STAR) Account Policy document
- ii. TOP Accounts: Contract and continuing non-tenure-track faculty who are not eligible for STAR accounts will be able to apply for Teaching Optimization Program (TOP) funds at the beginning of each fiscal year. The Department will set aside a certain amount of funds each fiscal year for TOP funds and eligible faculty can apply for access to these funds for purposes of improving their teaching performance.

9. Summer Teaching

Priority in summer teaching assignments shall be given to tenure-track faculty followed by contract and continuing employment faculty.

10. Personnel

a. Procedure for Review of Candidates for New or Vacated Faculty Positions

The Department Chair is the hiring authority for filling faculty vacancies within the Department of Management. The Chair is responsible for establishing the Search Committee, with the concurrence of the Department Faculty, and subject to the approval of the Office of Equal Opportunity, charging the committee with its duties, receiving the report of the committee, and making the final decision to offer the position, subject to the approval of the State Board of Governors. Specific procedures for filling vacancies, along with the responsibilities of those involved in the search process, are contained in the *Search and Screen Manual*, published by the Office of Equal Opportunity.

b. Search Committee Procedural Guidelines for the Department of Management

- i. The Search Committee will identify candidates to bring to campus.
- ii. At the conclusion of the interview process, the Department Faculty will hold a meeting at which time the interviewees will be discussed. It is the responsibility of each faculty member to attend the meeting and to make his/her views about the qualifications of each candidate known to the other members of the faculty.
- iii. Names of final candidate(s) deemed acceptable will be determined by a majority vote of those faculty with voting rights depending on the faculty member being hired (i.e. tenure-track faculty if it is a tenure-track hire).
- iv. The Search Committee will formulate a recommendation after carefully considering the criteria and requirements as detailed in the job announcement. The search committee will submit their recommendation to the Department Chair.
- v. The Department Chair shall have the right of approval or disapproval of any final candidate(s) proposed by the search committee. Disapproval by the Department Chair shall be stated in writing to the search committee and Dean and must not be based on arbitrary or capricious reasons. Upon approval, the Department Chair shall be responsible for presenting final candidate names and credentials first to the Dean and then the University Office of Equal Opportunity for approval to proceed, and before any offer to any candidate is made. The final selection will be made by the Dean after feedback from both the Department Chair and the search committee.
- vi. If the candidate(s) deemed acceptable is/are not hired, the search committee will repeat the activities outlined above until discontinued by the Dean or Department Chair in consultation

with the search committee and Dean.

- c. Requests for Extensions of Probationary Period
Untenured faculty members may request the P&T Committee to extend the normal probationary period for the birth or adoption or care of immediate family members or for reasons covered under the Family and Medical Leave Act. These requests should be made by the faculty member in writing prior to the first day of the academic year when the tenure decision is to be made. (See Section E.10 of *The Manual*).
- d. Consideration of time at another institution for tenure
(See Section E.10 of *The Manual*).

11. Operational Evaluation

The Department shall conduct an internal self-study, review and evaluation of its goals, operations, programs, and administration every seven years, in accordance with University policy (See Section C.2, *The Manual*).

12. Committees

The department will make recommendations to the Committee on Faculty Governance as to departmental representation on College and University Committees. These recommendations will be based upon the results of elections and/or appointments made by the Department Chair. Only faculty members holding a permanent tenure-track position, or contract or continuing faculty who have been in the Department for more than one academic year may serve on eligible College and University Committees. Likewise, such committee membership must be approved by the Department Chair, and it is the responsibility of the faculty member to inform the Department Chair of such service prior to accepting such a position.

Section III. Faculty Administrative Policies and Procedures

The Administrative Policies and Procedures provide the guidelines, rules, regulations and practices that will affect normal operating decisions of the Department.

A. Department Workload Policy

The percentage of faculty effort associated with each of the evaluative categories including teaching and advising, research and publications, and professional activities including service and outreach, shall be established by each faculty member in conjunction with the Department Chair per a timetable established by the Department Chair each year. Percentages must add to 100 percent.

1. Contracts and Grants

- a. Faculty members are encouraged to pursue contracts and grants. Contracts and grants should be housed within the Department and/or an appropriate University entity. All contracts and grants administered through the Department or having a principal investigator from within the Department shall contain appropriate overhead and administrative expenses if offered by the granting agency to help diffuse the cost of departmental support of the project. Additional college and university overhead may be added to

the project as appropriate.

- b. Buyouts for Externally Funded Research must be approved by the Department Chair and must be consistent with College and/or University policies.

2. Continuing Education and Non-Credit Activities

Faculty members may be involved in teaching continuing education credit and non-credit classes with the approval of the Chair of the Department and the Dean of the College. Such teaching activities should not interfere with the faculty member's primary duties or abrogate the policies or regulations of the Department or the College.

3. Supplemental Pay

Faculty members may earn supplemental pay for activities performed over and above the workload which is intended under the individual's appointment. Teaching credit classes through Continuing Education, conducting non-credit programs through the University, and involvement in contracts and grants are activities which may lead to supplemental pay. The amount of and limits to the supplemental pay a faculty member may receive shall be consistent with current university policies as outlined in the *The Manual*. It is the joint responsibility of the individual and his/her immediate supervisor to ensure that activities leading to supplemental pay shall in no way detract from the performance of a faculty member's primary duties.

4. Consulting and Outside Activities

As Department Faculty teach and research in the various business disciplines, professional consultation to organizations is viewed as a service and as a development activity for the faculty member. Such activities should not interfere with the performance of a faculty member's primary duties and should be reported on an annual basis to the Chair of the Department.

5. Professional Associations and Community Involvement

Faculty members are encouraged to belong to and take an active role in professional associations and societies. Involvement in community service and philanthropic organizations is encouraged but the Department cannot offer any financial support for such activities.

B. Appointments of Faculty

1. Appointment of Faculty

- a. In seeking out and appointing any tenure-track, contract/continuing, or transitional faculty members, the Department will adhere to non-discrimination, affirmative action and other policies of the university as outlined in *The Manual*, and/or other relevant university policies, procedures or documents.
- b. To the extent possible, new tenure-track and contract/continuing hires should be evaluated based on disciplinary or specialization needs of the department with consideration given to strategic directions of the college.
- c. Any adjunct faculty members employed by the Department/University will be appointed by the Department Chair after appropriate consultation with

relevant Department Faculty.

- d. The Department Chair will initiate the search process for new faculty (the process may differ between tenure-track and non-tenure-track faculty). The Department Chair should monitor and manage non-tenure-track workloads.
- e. If a departmental search committee is formed, this committee will consist of at least three eligible faculty members and will follow the search screening guidelines established by the OEO office. To the extent possible, the following procedures should be followed.
 - i. Locate potential applicants following advertising procedures consistent with the university and as practiced within the discipline, including national advertising in professional publications, notices at appropriate annual meetings, electronic postings, and announcement letters to other academic institutions. The position description used as a basis for preparing advertising materials shall take into account the desired expertise or technical profile desired in a new hire. Additionally, the search committee shall request and screen employment documents, seek and evaluate internal and external letters of reference, recommend potential candidates and initiate campus visit schedules as appropriate. The search committee must establish control procedures to ensure the confidentiality of all materials provided by a candidate or received in reference to the candidate, consistent with university policy and applicable legal requirements.
 - ii. During campus visit, ensure that all pertinent faculty members have an opportunity to interview the candidate(s). Any departmental faculty member on Leave or Sabbatical should be consulted and, where practical, invited to meet the candidate(s). Interviews should be arranged with the Department Chair and with the Dean and/or Associate Dean(s) of the College of Business. The candidate(s) should also be interviewed by other faculty members and administrative personnel in other departments as appropriate and time permitting.
 - iii. See section II, H for guidelines to be followed by search committees.

2. Reappointment of Tenure-track Faculty

- a. Review and reappointment of tenure-track faculty is done once a year, consistent with the policies outlined in Section E.6 of the *Manual*. The Department Chair will incorporate the feedback from the P&T committee through the annual probationary review report (see Section E.10 of the *Manual* and applicable sections of this code) in making the reappointment decision.

3. Appointment/Reappointment of Contract/Continuing Faculty

- a. Processes for appointing and reappointing contract and continuing faculty are specified in Sections E.2 and E.2 of *The Manual*, respectively.
- b. Faculty with adjunct appointments/reappointments will be at the rank of

instructor.

C. Formation of Promotion and Tenure or Instructor Promotion Committees

1. For consideration to Full Professor, the Department Chair shall constitute a promotion committee consisting of all Full Professors in the department. All Faculty members who hold an appointment of Full Professor in the Department as well as Professors who serve in an administrative capacity as a Director of a Center or Institute are eligible for membership in P&T Committees as long as they are not voting members of the Administrative Committee (ADCOM) of the College.
 - a. The P&T Committee will elect the chair of the promotion committee. In the absence of at least three Full Professors in the department, procedures outlined in *The Manual* shall prevail (see E.13). In the event that a minimum of three Full Professors do not exist within the department, the Department Chair in consultation with the Dean shall complete the formation of a promotion committee by lot, drawing from eligible faculty (non-administrative) members in College of Business Departments with interests complementary to management and its sub-disciplines.
2. For promotion to Associate Professor with tenure, the Department Chair shall constitute a P&T Committee consisting of all tenured faculty members in the department at the rank of Associate Professor or Professor. Faculty members who hold an appointment of an Associate Professor or higher in the department as well as faculty over the rank of Associate or Full Professor who serve in an administrative capacity as a Director of a Center or Institute are eligible for membership in P&T Committees as long as they are not voting members of the Administrative Committee (ADCOM) of the College.
 - a. The P&T Committee will elect the chair of the committee. In the event that a minimum of three Associate and Full Professors do not exist within the department, the Department Chair in consultation with the Dean shall complete the formation of a P&T Committee by lot, drawing from faculty (non-administrative) members in College of Business Departments with interests complementary to management and its sub-disciplines.
3. For consideration of promotion to Master Instructor, the Department Chair shall constitute an Instructor Promotion Committee (IPC) consisting of all Associate and Full Professors, as well as Master Instructors in the department, as long as they are not voting members of the Administrative Committee (ADCOM) of the College.
 - a. The Instructor Promotion Committee will elect the chair of the committee.
4. For promotion to Senior Instructor, the Department Chair shall constitute an Instructor Promotion Committee consisting of all Assistant, Associate, and Full Professors, as well as Senior and Master Instructors in the department, as long as they are not voting members of the Administrative Committee (ADCOM) of the College.
 - a. The Instructor Promotion Committee will elect the chair of the committee.

D. Procedures for Promotion for Tenure-Track Faculty

1. The Chair of the P&T committee shall be responsible for informing candidates seeking promotion to Associate Professor or Professor of all applicable rules, procedures, report formats, timetable, and additional information as necessary in order to properly complete all required documentation. The Chair of the P&T Committee may meet with the candidate as required or requested. The Chair of the P&T Committee will arrange for external evaluation letters focusing on research strengths and weaknesses of the candidate's scholarly productivity record to date. The selection of external reviewers, although arranged by the chair of the P&T Committee, will consider the input from (a) the candidate for promotion, (b) the Department Chair, and (c) the members of the P&T Committee. The chair will solicit recommendations from each of these individuals and will record them on a spreadsheet that indicates the names of the recommended reviewers, their affiliations, and a brief description of their qualifications. This spreadsheet will be included in the candidate's P&T dossier, but will not be disclosed to the candidate so that the anonymity of the external reviewers can be preserved. Consistent with *The Manual*, the Committee is not obligated to select any of the reviewers from the list of those recommended by the candidate, and furthermore, should ensure that no more than two of the reviewers chosen are taken from the candidate's recommendations. The P&T Committee will vote to recommend or not recommend the candidate for promotion and/or tenure. The committee will issue its report to the Department Chair with a copy to the Dean documenting the deliberations and results of the vote. Those voting in the minority shall be afforded the opportunity to attach or append a minority report consisting of a statement of minority views and rationale. This statement, if included with the promotion committee report, shall be prepared and coordinated by a member of the minority and submitted simultaneously with the majority report as per a timetable specified by either the Dean or the Department Chair.
2. A vote tally regarding the candidate's promotion shall be recorded (without names associated with any vote) and documented as part of the report. The candidate shall be apprised of the outcome of this vote as soon as possible after the report has been prepared and sent to the Department Chair. In those cases where a faculty member may eventually leave the University, all written records shall be preserved for a minimum of five years beyond the person's departure, and shall be maintained in a permanent file for those faculty that eventually retire from the University.
3. In the event that the candidate seeking promotion to Professor is the Department Chair, the Dean shall appoint the Chair of the Promotion Committee and the report from the promotion committee shall be sent to the Dean.

E. Procedures for Tenure for Tenure-Track Faculty

1. Granting-of tenure will follow the procedures outlined in *The Manual*.
2. All tenured faculty with the exception of those who are voting members of the Administrative Committee (ADCOM) of the College will be involved

in the decision to grant tenure and will meet as a committee of the whole (i.e., the P&T Committee).

3. Tenure decisions will be based upon the faculty member's contribution and record of achievement in the areas of teaching and advising, research and publications, and service to the Department, College, University, profession, and community. Inputs from internal and external constituencies may be referred to in the decisional process.
4. The Department Chair's statement/recommendation will be submitted as a separate but accompanying document to the committee's recommendation.
5. The reports of the Committee and the Department Chair will be forwarded to the Dean.

F. Procedures for Promotion for Contract/Continuing Faculty

1. The Instructor Promotion Committee Chair shall be responsible for informing candidates seeking promotion to Senior or Master Instructor of all applicable rules, procedures, report formats, timetable, and additional information as necessary in order to properly complete all required documentation. The Chair of the Instructor Promotion Committee may meet with the candidate as required or requested. The Instructor Promotion Committee will vote to recommend or not recommend the candidate for promotion and/or tenure. The committee will issue its report to the Department Chair with a copy to the Dean documenting the deliberations and results of the vote. Those voting in the minority shall be afforded the opportunity to attach or append a minority report consisting of a statement of minority views and rationale. This statement, if included with the Instructor Promotion Committee report, shall be prepared and coordinated by a member of the minority and submitted simultaneously with the majority report as per a timetable specified by either the Dean or the Department Chair.
2. A vote tally regarding the candidate's promotion shall be recorded (without names associated with any vote) and documented as part of the report. The candidate shall be apprised of the outcome of this vote as soon as possible after the report has been prepared and sent to the Department Chair. In those cases where a faculty member may eventually leave the University, all written records shall be preserved for a minimum of five years beyond the person's departure, and shall be maintained in a permanent file for those faculty that eventually retire from the University.

Section IV. Faculty Evaluation, Promotion & Tenure (P&T) Standards, and Disciplinary Actions

A. Annual Faculty Performance Evaluation

1. Statement of Purpose

The primary mission of Colorado State University and the College of Business is to provide a diverse set of students with the knowledge, skills, and functional competencies needed to become effective decision makers and leaders in a business environment that is becoming more global,

competitive, and dynamic. Commensurate with our Department's mission, it is vital that the faculty of the Department of Management strive for excellence in their professional contributions to the College. To aid the department faculty in this endeavor, annual performance appraisal meetings will be conducted between individual faculty members and the Department Chair, and periodic comprehensive reviews of the performance of all faculty will be conducted in a manner consistent with *The Manual*, Section E.11.

2. **Chair's Responsibility**

- a. Annual performance appraisal meetings will be conducted with a positive and proactive approach to helping faculty evaluate and improve their professional contributions to the Department and the College mission. During these meetings, each faculty member's current contributions in the areas of teaching and advising, research, and service will be evaluated. Future goals and contributions will be discussed by the Chair and the faculty member. Resources needed by the faculty member to reach jointly agreed on goals will be discussed.
- b. In conducting these meetings, the Chair will recognize that individuals at different points in their careers may have varying objectives and priorities. Faculty members, in striving to support the College mission, and depending upon personal strengths and interests, may make their primary contribution in one or two areas. However, support for the College mission requires some level of involvement in all three areas commonly recognized to be the core of professional activity for university faculty.

3. **Faculty Member's Responsibility**

In anticipation of the meeting, each faculty member will complete the College of Business Faculty Activity Report in whatever electronic format is currently in use in the College. All faculty members will complete all sections of this form (teaching, research, and service). In addition, consistent with Section I.8 of *The Manual*, faculty are required to administer the University's student course survey instrument. The Chair of the Department is granted access to the complete student course surveys (including scaled question responses and student comments) for each class taught within the Department. These student course surveys can be used as one piece of the faculty member's teaching evaluation. In particular, all (named and anonymous) student comments can be utilized.

4. **Appeals Procedure Regarding Performance Appraisal**

Procedures regarding the appeal of a faculty member's performance appraisal will follow those established in *The Manual*.

B. Standards for Tenure and Promotion to the Rank of Associate Professor

1. The process of granting tenure with promotion to associate professor is initiated by the Department Chair and requires the completion of steps outlined in *The Manual* (E.10.5 and E.13).
2. Candidates for tenure and promotion to associate professor will be evaluated by the P&T Committee in terms of workload responsibilities

and accomplishments prior to and since joining the Department Faculty. Specifically, the assessment will include teaching and advising, research and scholarly activities, service, and outreach responsibilities. Primary consideration is given to research that leads to publications in nationally recognized journals, and/or nationally recognized journals in related and emerging disciplines. The journal list of the Management Department will be provided to all new faculty hires and any additions to or deletions from the list, as determined by the faculty of the Department, will be made available as they are developed. Productive membership in the Department includes the potential to remain a continuing research and scholarly contributor at a high level after receiving tenure and promotion to associate professor.

3. Research productivity is defined as both the quantity of articles produced and the quality of these articles as represented by a journal's reputation as indicated by its position on the Department of Management target journal list, and other indicators of reputation, which can include the journal's impact scores. Research publications consist of those published in peer-reviewed journals and meeting the definition of "Basic and Discovery Research" as described by AACSB. Publications intended for use as classroom teaching aids (e.g., textbooks, case studies developed for pedagogical purposes) are considered accomplishments in the area of teaching and not research. Also included is funding brought into the university as a result of contract and grant activity. Refereed conference proceedings (international, national, and regional) shall also be taken into account when measuring scholarly productivity, acknowledging also that proceedings generally carry less weight than publications in nationally recognized journals. Similarly, conference presentations and other professional appearances and presentations shall be considered as indicators of on-going scholarly productivity efforts. Publication in electronic journals will also be included with quality of such publications being considered. While no specific number of publications is required, or publications in specific journals, a journal's academic ranking will be taken into consideration. While areas such as community-based service learning and pedagogy-based research are encouraged, publication outlets for these research activities should, to the extent possible, include nationally recognized journals.
4. Quality teaching is a prerequisite to tenure and promotion to associate professor. Evidence of quality teaching may include positive performance evaluations over time, positive student course surveys, course syllabi that are current and indicate rigor, positive peer reviews, innovative teaching methods, development of case studies, class projects, and/or other forms of evaluation as may be requested by the Department Chair, P&T Committee, or proposed by the probationary period candidate. While extremely important, teaching performance will generally carry less weight in an overall P&T performance review as compared to published research and other scholarly productivity results even though teaching/instruction may

carry a higher percentage in an individual workload. To the extent possible, the quality of academic and professional advising will be considered as a complementary activity to quality teaching. It is understood that individual workload percentages may vary considerably among faculty members as agreed to by the Department Chair.

5. Service and outreach is also necessary for tenure and promotion to associate professor. However, it should be clear to the probationary candidate that service and outreach of this period of one's career carries less weight, than either research and publication results, or teaching/advising performance.
6. In evaluation of each candidate's qualifications for tenure and promotion to associate professor, workload distribution for the categories of research, teaching and advising, service, and outreach shall be considered by both the P&T Committee and the Department Chair.

C. Standards for Promotion to the Rank of Professor

1. The process of granting promotion to professor for those faculty already tenured is initiated by the Department Chair and requires the completion of the steps outlined in *The Manual* (E.13). Successful candidates for promotion from associate professor to professor must demonstrate excellence as determined by the P&T committee and all appropriate P&T documented evidence in research and teaching. This person must also have a minimum of an average record in service and outreach.
2. Excellence in research and scholarly productivity is defined as a sustained record of refereed publications since promotion to associate professor with an emphasis placed on publications in nationally recognized journals. Research publications consist of those published in peer-reviewed journals and meeting the definition of "Basic and Discovery Research" as described by AACSB. Publications intended for use as classroom teaching aids (e.g., textbooks, case studies developed for pedagogical purposes) are considered accomplishments in the area of teaching and not research. Publications while employed at another institution may be considered. The establishment of a national reputation in a stream of research and scholarly productivity shall be a consideration in promotion to professor.
3. Excellence in teaching is defined as consistently high student and peer evaluations, teaching awards, and other forms of recognition indicating the faculty member is at the top of his/her profession in terms of classroom performance, including advising and mentoring activities.
4. For promotion to professor, research productivity may include both the quantity of articles produced and the quality of these articles as represented by a journal's reputation, which can include impact factor scores and its inclusion on the Department of Management target journal list. While not a specific requirement for promotion to Full Professor, success in securing a stream of external contract and grant funding may be taken into consideration. Refereed conference proceedings (international, national, and regional) may be taken into account when measuring scholarly productivity, acknowledging also that refereed proceedings

generally carry less weight than publications in nationally recognized journals. Similarly, conference presentations and other professional appearances and presentations shall also be considered as indicators of ongoing scholarly productivity efforts and the establishment of a national and/or international reputation. The promotion committee and Department Chair are expected to consider

- a. a journal's academic reputation,
 - b. whether the candidate has made a significant impact or advancement to his/her field as a result of a stream of research and publications over time, and
 - c. the overall value of securing external research funds to the mission and objectives of the department, college, and university.
5. Each candidate shall understand also that the category of 'Research, Scholarship and Creative Activity' as employed in the *Annual Faculty Evaluation – Summary Report* issued to each faculty member by the Department Chair does not have to be the highest percentage category in terms of workload in the process of conducting an annual review, but may be the dominant category when being considered for promotion to (full) professor.
 6. In evaluating each candidate's qualifications for promotion to professor, workload distribution for the categories of research, teaching, and advising including service and outreach shall be considered by both the P&T Committee and the Department Chair. It is understood that individual workload percentages may vary considerably among faculty members as agreed to by the Department Chair.
 7. In the event that a faculty member seeking promotion to professor is not tenured, then all of the conditions, requirements and processes stated above in Sections III.C., D., and E. shall apply plus standards for tenure as stated in Section IV.B shall also apply.

D. Standards for Promotion to the Rank of Senior Instructor

1. The process of granting promotion to Senior Instructor requires the completion of the steps outlined in *The Manual* (E.13).
2. Candidates' promotion to senior instructor will be evaluated by the Instructor Promotion Committee in terms of workload responsibilities and accomplishments prior to and since joining the Department Faculty.
3. Successful candidates for promotion from instructor to senior instructor must demonstrate high-quality teaching. When service is part of the instructor's workload, an average record in service must be attained. When research is part of the workload, adequate performance must be demonstrated.
4. High-quality teaching is a prerequisite to promotion to senior instructor. Evidence of quality teaching may include positive performance evaluations over time, positive student course surveys, course syllabi that are current and indicate rigor, positive peer reviews, innovative teaching methods, development of case studies, class projects, and/or other forms of evaluation as may be requested by the Department Chair, Instructor

Promotion Committee, or proposed by the candidate. Committee assessments should consider the criteria for judging teaching effectiveness provided in *The Manual* (E.12) and the appropriate use of student course surveys (I.8). To the extent it applies, the quality of academic and professional advising will be considered as a complementary activity to high-quality teaching. It is understood that individual workload percentages may vary considerably among faculty members as agreed to by the Department Chair.

5. When research and/or service is part of an instructor's workload, they will also be considered for promotion to senior instructor. However, research and service will carry less weight than teaching performance. Service performance should be gauged by considering the quality and quantity of service and outreach consistent with the goals and mission of the College.
6. For those who entered their current rank with a research load and Scholarly Academic status, adequate research performance is reflected by maintaining Scholarly Academic status in accordance with the College's AACSB Faculty Qualifications.
7. In evaluation of each candidate's qualifications for promotion to senior instructor, workload distribution for the categories of teaching, research, and service shall be considered by both the Instructor Promotion Committee and the Department Chair. It is understood that individual workload percentages may vary considerably among faculty members as agreed to by the Department Chair.

E. Standards for Promotion to the Rank of Master Instructor

1. The process of granting promotion to Master Instructor requires the completion of the steps outlined in *The Manual* (E.13).
2. Candidates' promotion to master instructor will be evaluated by the Instructor Promotion Committee in terms of workload responsibilities and accomplishments prior to and since joining the Department Faculty; emphasis shall be given to the time period since attaining the senior instructor rank.
3. Successful candidates for promotion from senior instructor to master instructor must demonstrate excellence in teaching. When service is part of the senior instructor's workload, an above average record in service must be attained. When research is part of the workload, adequate performance must be demonstrated.
4. Excellence in teaching is a prerequisite for promotion to master instructor. Evidence of excellent teaching may include consistently high student course surveys and peer reviews, teaching awards, and other forms of recognition indicating the faculty member is at the top of his/her profession in terms of classroom performance, including mentoring activities. Committee assessments should consider the criteria for judging teaching effectiveness and the characteristics of excellent teachers provided in *The Manual* (E.12) and the appropriate use of student course surveys (I.8). To the extent it applies, the quality of academic and professional advising will be considered as a complementary activity to

excellent teaching.

5. When research and/or service is part of an instructor's workload, they will also be considered for promotion to master instructor. However, research and service will carry less weight than teaching performance. Service performance should be gauged by considering the quality and quantity of service and outreach consistent with the goals and mission of the College.
6. For those who entered their current rank with a research load and Scholarly Academic status, adequate research performance is reflected by maintaining Scholarly Academic status in accordance with the College's AACSB Faculty Qualifications.
7. In evaluation of each candidate's qualifications for promotion to master instructor, workload distribution for the categories of teaching, research, and service shall be considered by both the Instructor Promotion Committee and the Department Chair. It is understood that individual workload percentages may vary considerably among faculty members as agreed to by the Department Chair.

F. Comprehensive Midpoint Probationary Period Review of Untenured, Tenure-Track Faculty

1. Midpoint is defined, for purposes of this Code, as a time period approximately halfway to the time when tenure recommendations must be made (see *The Manual* E.10, E.13). This review shall normally occur during the third year of service for faculty with no credit for service at another university. For example, hires with one-year prior service credit at one or more other universities specifically stated in their contract offer letter, may count this year as year one on the P&T clock and midpoint review shall occur during the second year at Colorado State University. *The Manual* (E.10, E.13) provides guidelines for faculty members who have been granted credit for years of service at other institutions.
2. A midpoint comprehensive review of a probationary period tenure track faculty member shall be conducted by the departmental P&T committee at the rank of associate professor or above following the reporting format specified for a regular tenure and promotion review, excepting the requirement of external review letters. A meeting between the probationary period faculty member and the P&T committee is at the discretion of the P&T committee. Results of this review shall be communicated in writing to the faculty member being reviewed, the Department Chair, Dean, and Provost (see *The Manual* E.14).

G. Annual Probationary Period Review of Untenured, Tenure-Track Faculty

(See *The Manual* E.14 and C.2)

1. Untenured (probationary period) faculty are required to submit to the department P&T committee an annual summary of research progress, articles submitted for review, articles under review, articles accepted for publication and/or published, contract and grant summary information, and other professional information as appropriate, plus teaching and service/outreach information as requested by the committee. This request

may come from the P&T committee and Department Chair simultaneously.

2. While the request for annual data may occur simultaneously with a request from the Department Chair for equivalent data—potentially using a common format (e.g., the *Annual Faculty Activity Report* prevalent throughout the college)—the use of this data is to be separate from the Chair’s responsibility of performing an annual performance review that may be used for salary increases.
3. The departmental P&T committee shall annually review data provided by the probationary period faculty member. It is at the option of the P&T committee whether or not a meeting with the probationary period candidate is needed. A written summary of this data review, including any recommendations supporting or not supporting continued contract renewal, shall be provided to the Department Chair with a copy to the faculty member prior to any calendar year reappointment dates that may be established by the Provost’s office. This summary shall include an assessment of progress toward tenure accompanying constructive and directional feedback and be included in the faculty member’s personnel file for the exclusive use in future midpoint or final tenure, or tenure and promotion, deliberations.

H. Disciplinary Action for Tenured Faculty

1. In cases of disciplinary action against a tenured faculty member as specified in the *Manual*, procedures outlined in the *The Manual* (currently E.15) will be followed with the addition that the Preliminary Committee specified shall consist of tenured members of the department at the same or higher rank than the faculty member for whom disciplinary action is under consideration. If a minimum of six members from within the Department does not exist (*The Manual* E.15), then selection to achieve a minimum Preliminary Committee size of at least six shall be drawn by lot by the Dean and Department Chair collectively (excepting the case where the Department Chair is the party under consideration) from remaining tenured non-administrative (see *The Manual* K.12.a) faculty in the College. The Dean shall be the sole determinant of any committee size in excess of the required minimum of six.
4. The composition of the Hearing Committee as called for in *The Manual* (currently E.15) shall be constituted in the manner outlined in the preceding paragraph.

I. Phase I Comprehensive Performance Review of Tenured Faculty

1. The Phase I Review process is specified in *The Manual* (currently E.14) and will be followed.

J. Phase II Comprehensive Performance Reviews of Tenured Faculty

1. The Phase II Review Committee as specified in *The Manual* (currently E.14) shall be constituted by the Department Chair in consultation with the Dean in an unbiased and impartial manner. At least one member of this Phase II Review Committee (aka peer review committee) shall be from within the department and at the same or higher rank than the person

undergoing a Phase II review, and at least one member (non-administrator, see *The Manual* K.12.a) selected by the Dean from another department within the College at the same or higher rank than the person undergoing a Phase II review. In the case where there are no members of the department at the same or higher rank, then the Dean shall select by lot, a minimum of three persons from within the College at the same or higher rank than the person undergoing a Phase II review. The Dean shall be the sole determinant of any committee size in excess of the required minimum of three.

- a. The person undergoing a Phase II review may dismiss for cause up to two members of a Phase II Review Committee from outside the department as selected by the Dean. Outside members shall then be replaced by the Dean, again by lot, with no further challenges permitted. Individuals selected from within the department of the person undergoing a Phase II review are not subject to dismissal without cause; however the Department Chair shall not select any faculty member internal to the department where it could reasonably be known that considerable bias and/or prejudice for or against the faculty member may exist. In the case where there are no members within the department without considerable bias or prejudice, then the Dean shall constitute the entire committee by lot. In the case where the Dean may elect to recuse him/herself from the Phase II process then the Provost may elect to appoint an Associate Dean from within the College to assume the role and duties of the Dean.
- b. The Phase II Review Committee (Peer Review Committee) shall be constituted within thirty working days after the decision to initiate a Phase II review is initiated and communicated to the faculty member, unless a request to the Dean for a time extension is made by either party (faculty member or Department Chair) within the thirty working days. Any request for extensions shall be documented in writing including rationale, and provided to all parties. The Dean or his/her delegate, may elect to, or not to, grant the extension, but must provide written rationale to all parties if a request to extend is denied. The Dean may extend the deadline for constituting the committee under extenuating circumstances.
- c. The Phase II or peer review committee shall request any and all materials relevant to the decision to initiate a Phase II review. This includes written materials and/or oral input from the faculty member, the Department Chair, or others as appropriate. All materials shall be reviewed with the perspective of professional standards of the department. Upon reviewing any and all input, the peer review committee shall make a decision as outlined in *The Manual* (currently E.14) in a reasonable and timely manner, but no longer than one calendar month after being constituted unless an extension is specifically requested by the committee and approved by the Dean. The Phase II process is concluded should the peer review committee conclude either option one or two indicating no further action is required, and continue should either of the two remaining options indicating further action is required (also labeled options one and two in

The Manual) be concluded.

- d. If the Phase II or peer review committee elects the first of the two options indicating that further action is required, the Department Chair, in conjunction with the faculty member, shall prepare a specific action plan within ten working days upon receipt of the committee's recommendation. This plan shall include a timetable that will address and respond to deficiencies that resulted in the Phase II review. Either the Department Chair or the faculty member may make a request to the Dean for an extension of an additional ten working days. This plan shall be submitted to the Dean for approval. The Dean may make changes that are documented in writing and with rationale. Final approval of the plan rests with the Dean. Progress towards achieving the plan's objectives may be requested and assessed at any point including the end of a semester or prior to the preparation of the next annual Activity Report. The Department Chair, through the Dean, is responsible for communicating both the plan and progress towards the plan to the Provost. With this decision and written recommendation, the responsibilities of the Phase II Review Committee (peer review committee) in conjunction with this first of two options indicating that further action is required, are concluded, excepting any input regarding evaluative metrics (per Section IV.G.1.f.).
- e. Types of information that may be included in an action plan include but are not restricted to: 1) research outlines, funding proposal plans, drafts of articles, articles submitted, reviews of articles submitted, planned writing projects; and/or 2) additional planned teaching evaluations including mid-semester, peer evaluations, teaching improvement plans, consultative plans, syllabi, cases and case notes, project descriptions, lecture outlines, and detailed actions designed to improve classroom performance. The action plan must include specific intended outcomes, milestones, and/or expected accomplishments.
- f. The faculty member, in the manner and time requested, shall provide the Department Chair and Dean, suggested specific metrics with which to gauge progress against noted deficiencies. These metrics may be overridden and/or supplemented by recommendations proposed by the Phase II Review Committee (peer review committee), the Department Chair, or Dean. The faculty member and/or Department Chair or Dean may seek evaluative input internal or external to the department and college as may be appropriate.
- g. The Department Chair shall provide formal written evaluation of progress towards accomplishing the objectives of this action plan at a minimum of once per semester with copies provided the faculty member and Dean. The faculty member may elect to respond, as desired, in writing and within ten working days after receipt of any formal evaluation of progress, with copies to the Department Chair and Dean. The Department Chair, through the Dean, shall be responsible for communicating and transmitting all information and reports as desired or requested to the Provost. The action plan may be considered as accomplished at any time upon written

recommendation of the Department Chair to the Dean and as approved by the Dean. This approval by the Dean shall conclude the Phase II process in the case where further action has been recommended and the requirements of option one concerning substantial and chronic deficiencies have been remedied.

- h. If the peer review committee elects the second of the two options indicating that further action is required, and the conditions set forth in Section E.10 of *The Manual* appear to exist, then the faculty member shall be informed in writing within five working days of this vote and decision. In addition to requirements specified in *The Manual*, the faculty member shall have fifteen working days to provide a formal written response to each point cited in the vote and decision. This response shall be directed to the Department Chair and Dean, with copy to the peer review committee. The Provost shall make the final decision regarding any action or actions to be taken. With this decision and written recommendation, the responsibilities of the peer review committee are concluded, excepting any consultation role requested by either the Department Chair or Dean.
 - i. Under either of the options indicating that further action is required, the entire Phase II process must be concluded within one year from inception to conclusion, unless specifically extended by the Dean with the approval of the Provost. The faculty member may not obligate the Department, College, or University for any costs incurred by the faculty member in seeking internal or external evaluative input, opinions, or advice regarding this Phase II process.
2. As noted in *The Manual* (E.14), the initiation of a Phase II review is not grievable.

Section V. Student Grade Appeals and Faculty Grievances

A. Graduate Student Evaluation

1. As stated in the Graduate Bulletin, to meet requirements for graduation and to remain in good academic standing, a student must demonstrate acceptable performance in coursework and satisfactory progress in the overall graduate program. Students on probation are subject to dismissal by the academic department or the Dean of the Graduate School. In addition, a student's graduate advisory committee (the Committee) may recommend immediate dismissal, in lieu of probation, upon a finding that the student is making unsatisfactory progress toward the degree and that satisfactory progress cannot reasonably be anticipated.
2. Performance indicators that may lead to a recommendation for an immediate dismissal action may include, but are not limited to:
 - a. Failure to follow graduate advisor or Committee documented recommendations regarding specific academic tasks to be undertaken and completed, methodologies to be followed, documentation of work product, or writing as requested.
 - b. Documented instances of plagiarism by a graduate student including but not restricted to research (primary or secondary), falsification of research results, and/or written work presented for thesis or Plan B review to the

student's advisor or Committee.

- c. Poor or non-performance in a Graduate Teaching or Research Assistantship as documented by the student's supervisor or advisor.
 - d. Other acts that are deemed by the advisor or Committee to compromise the academic integrity of the program, e.g., cheating or conspiring to cheat, including acts which, by intent, limit other students to succeed in the program.
3. Graduate advisors shall inform their graduate advisees of the existence of the Graduate Bulletin and appropriate sections such as the 'Evaluation of Graduate Students' and 'Student Rights and Responsibilities.' Graduate students' familiarity with the Graduate Bulletin can also be encouraged through general graduate student advising.
 4. For Masters' students, periodic evaluation of progress toward the Master of Science degree shall consist of grades in specified coursework plus any documented evidence of failure to comply with program, departmental, college, or University requirements. Additional documented evidence shall include, but is not restricted to, falsification of entrance exam scores, academic scores and/or results from any academic institution, and falsification of resumes.
 5. Acts by graduate students, separate or outside their graduate program, may also result in a recommendation for dismissal by the Committee from Departmental/College academic programs and/or the College and University. These include, but are not restricted to, personal acts including documented threatening behavior to faculty, staff or others, physical violence, destruction of University property, participation in illegal activities or activities harmful to the University, plus other threatening, destructive, or harmful acts of a non-professional nature.
 6. Students who have a contract for a Graduate Teaching Assistantship or Graduate Research Assistantship may have that contract terminated or not renewed for reasons of non-performance or poor performance. Documented examples of non-performance/poor performance of duties may include, but are not limited to, attendance problems, ASCSU evaluations, supervisor evaluations, advisor evaluations, or student complaints. The mechanisms for termination may be found in the Graduate Bulletin.
 7. At any time in which the student's performance may be subject to question to the extent that dismissal is potentially being considered, a formal review and performance evaluation may be conducted by the student's graduate advisor, assistantship advisor, graduate committee, and/or department Chair. The student shall be advised as to all relevant concerns with an attempt to seek a positive resolution of issues. Failing to seek a positive resolution of issues, any action to recommend dismissal of a graduate student shall be communicated both orally and in writing with specific actions or non-actions resulting in a recommendation to dismiss provided to the student in a timely manner. In any instance where there is a recommendation to terminate a graduate student's participation in the

graduate program, or dismissal that is the result of any of the conditions listed in the Graduate Bulletin under the section ‘Graduate School Appeals Procedure,’ the appeals procedures detailed in this section shall be applicable.

B. Student Grade Appeal Procedures

1. Situations occasionally arise in which an undergraduate student questions the fairness of a grading decision. Specific conditions that may constitute the basis for an appeal are included in Section I.7.1 of *The Manual*. In the case where the faculty member has either left the university or is otherwise unavailable, the Department Chair shall serve as the person receiving the student’s written grading appeal. When the Department Chair is the person to whom the grading decision is being appealed, then the Dean or his/her designated representative shall serve as the person receiving the student’s written grading appeal. The instructor or party receiving the student appeal shall name one faculty member and one student from within the department. The student filing the appeal shall name one additional faculty member and one additional student from within the department. The Dean or his/her designated representative shall name one additional faculty member from outside the department who shall serve as voting chair. These five individuals constitute the appeals committee. The appeals committee’s decision shall be decided by majority vote and may not be appealed further. Copies of this decision shall be provided to the student, faculty member, advisor, his/her Department Chair, and the Dean.
2. Graduate students are advised to review the Graduate School Appeals Procedure in the Graduate Bulletin (also see Section V.A above).

C. Faculty Grievance Procedures

A faculty member with a potential grievance against the department Chair or other administrator shall first try to resolve the problem with the Chair or appropriate administrator, including the Dean. The faculty member is encouraged to seek all internal assistance to achieving a reasonable solution to the perceived problem before a formal grievance is filed. The second step shall be an attempt to resolve any issues through mediation (see *The Manual* K.4). Failing mediation, faculty are referred to *The Manual* (Section K) as to what may be grieved and the grievance procedure. In no case shall any costs incurred by a faculty member in the process of reaching a solution to a potential grievance, including legal fees, be assumed by the department.

Section VI. Procedures for Changing the Department Code

- A.** Changes in this code may be initiated with a recommendation of the Chair of the Department and/or the recommendation of an ad hoc code committee.
1. These recommendations must then be affirmed by:
 - a. A two-thirds vote of tenure-track faculty on code sections II: B3a, III: B2, C1, C2, D, and E, IV: B, C, F, G, H, I, and J.
 - b. A two-thirds vote of all contract, continuing, and tenure-track faculty on the remaining sections of the code.

2. This code will be reviewed in the year prior to the end of each term of the Department Chair or as recommended by the Provost, Dean, Department Chair, or the ad hoc code committee of the Department.

Section VII. Relationship to the University and College Codes

It is recognized that the University Code will supercede College and Department Codes. If provisions of this Code conflict in some way with the University Code, the University Code will prevail. (*The Manual*, Section C.2). However, Department Code is acknowledged to supercede College Code.

Signatures Approving Adoption of this Code

This Code for the Department of Management, College of Business, was approved by a minimum two-thirds majority of the Management Department faculty eligible to vote at a regularly scheduled meeting held on May 8, 2019.

Provost Approval:

Rick Miranda

Date