

**Lamar University
College of Business
Operating Policies and Procedures**

MISSION

The mission of the College of Business at Lamar University is to provide quality undergraduate and graduate business education in Southeast Texas to a diverse student population, and thereby meet the needs of employers operating in a global environment characterized by rapid technological change.

ADMINISTRATIVE STRUCTURE AND PROCESSES

The College of Business consists of four academic departments: Accounting/Business Law, Marketing/Management, Economics/Finance, and Information Systems. The college houses the Institute for Entrepreneurial Studies and the Small Business Development Center. The College of Business is accredited by AACSB-International.

The administrative structure of Lamar University College of Business and the responsibilities of the various administrative officers and faculty are as follows:

College of Business Dean The Dean provides academic and administrative leadership to the college. The Dean has responsibility for the organization and operation of the college. He/she oversees curriculum development, budget planning, and preparation of course schedules, formation of policies and procedures that facilitate an effective academic environment and the continued success of the teaching process. The Dean has the responsibility to provide leadership in the College's planning efforts. In general, decisions will be made on the basis of group discussion, established goals, priorities and evaluation evidence.

College of Business Associate Dean The Associate Dean assists with the administration of the College. Responsibilities include:

- Developing, reviewing and updating on an annual basis, in concert with departments, a strategic plan as well as short- and long-term goals that are in harmony with the assigned role and mission of the College of Business

- Advising the Dean on key issues related to the operation of the College and recommending policies and procedures that will promote and improve the College's efficiency and effectiveness
- Directing the MBA program
- Providing guidance on AACSB-International Accreditation and Assurance of Learning Reports; and,
- Conducting formative and summative evaluations related to the college's assigned mission and recommending changes for improvement across the College.

Department Chairs In addition to teaching, scholarship and service responsibilities, Chairs function as unit academic administrative officers. In addition, Chairs are responsible for:

- Representing their Department in the established hierarchy from both a vertical and horizontal perspective;
- Facilitating development of policies and procedures essential to the accomplishment of their department's role and mission, including matters pertaining to curriculum and instructional programs;
- Recruiting, training, and managing faculty/staff;
- Providing appropriate faculty, staff, and program development activities;
- Creating a supportive environment for faculty, staff and students;
- Conducting faculty/staff evaluations;
- Seeking, managing and accounting for resources within Lamar University guidelines that provide for maximum productivity; and,
- Establishing and maintaining appropriate records.

Faculty The faculty is organized into departments. Each faculty member has the opportunity to contribute to educational policy. After a decision is reached, it is expected that all faculty will honor the conclusion, knowing that they had an opportunity to express various points of view as part of the process. In preparing to teach a course, individual syllabus must clearly define learning objectives and include a statement of means used to evaluate student achievement of desired results. Agreement on learning objectives is critical for multiple-section courses; however, the approach to reaching those objectives may vary by instructor.

Standing Committees Seven standing committees, each with specific assignments designed to facilitate the role and mission of the College of Business have been established. These consist of:

Executive Committee The College of Business Executive Committee is charged with final policy determination and with leading the college's planning and assessment processes. It is composed of the Dean, Associate Dean, Department Chairs and Director of the Office of General Business Programs.

Curriculum Committee The College of Business Curriculum Committee is to review course or program recommendations of the various departments. Only those approved recommendations are forwarded to the appropriate university committee i.e. undergraduate matters to the Lamar University Curriculum Committee and graduate matters to the Lamar University Graduate Council. The committee has a representative from each department of the College of Business.

Promotion and Tenure Committees The College of Business Promotion and Tenure Committees represent the interests of the faculty of the College in promotion and tenure decisions; review faculty applications for promotion and tenure and make recommendations to the Dean; and, facilitate fairness, equity and consistency across the College in promotion and tenure decisions.

Assessment Committee The Assessment Committee has the responsibility for making recommendations to the Dean regarding assurance of learning objectives. The committee consists of an appointed representative from each department and the Associate Dean.

Faculty Development Committee The Faculty Development Committee is appointed by the Dean with the charge of coordinating faculty development across the College of Business.

Graduate Programs Committee The Graduate Programs Committee provides governance for graduate programs in the College of Business. Duties include coordination and implementation of the MBA program; generating and/or recommending major policy changes and procedures to the graduate faculty; and serving as curriculum committee for graduate programs. The committee is composed of the Associate Dean and one faculty member from each department in the College of Business.

Institutional Resources Committee The Institutional Resources committee has the duty to make recommendations to the Dean regarding issues of compatibility, curriculum integration, resource utilization, support system needs, and evaluation. The committee consists of representatives from each department.

Student-Faculty Relations Committee The Student-Faculty Relations Committee provides recommendations on matters of educational policy within the limits prescribed by federal and state law and regulations of Lamar University. These include aspects of student life that relate directly to the educational process including the establishment of regulations concerning financial aid, academic performance, extracurricular activities, and freedom of action and expression. The committee is composed of one faculty representative from each department, two undergraduate students and one graduate student.

COLLEGE OF BUSINESS POLICY SETTING PROCEDURES

Policy decisions for the College of Business generally begin within a Department or Standing Committee of the college. The Department submits a proposal or recommendation to the Executive Committee through the Department Chair. The Executive Committee determines if the request requires review by a Standing Committee, and if so, refers the proposal to that committee. Once a proposal is evaluated by a Standing Committee, the Executive Committee decides on a course of action. The proposed action is recommended to the Provost through the Dean of the College of Business.

FACULTY EVALUATION

The College of Business follows the faculty evaluation guidelines of Lamar University. Faculty members are evaluated annually by their department chair relative to their various professional duties and activities. In the spring of the first, third, and fifth years of employment, and as part of the annual evaluation process, the progress toward tenure of each probationary faculty member will be evaluated by all tenured faculty in the department. By no later than February 1 (or first working day thereafter) of each of those years, the probationary faculty member will submit for review to the chair of the department tenure committee either a summary of accomplishments since appointment as a tenure track faculty member at Lamar University in the mission areas of teaching, research/scholarship/creative activity, and service or copies of all past annual evaluations (without the evaluative comments by chairs/deans). The tenured

faculty will review this material and, in a meeting called for that purpose discuss the probationary faculty member's accomplishments. In years 3 and 5, following this discussion, each tenured faculty member will vote via secret ballot that the probationary faculty member is making either "satisfactory progress toward tenure" or "unsatisfactory progress toward tenure." The results of this vote, along with a brief rationale written by the chair of the tenure committee, will be given to the faculty member, chair, and dean. In year 1 there will be no vote, but a brief assessment of productivity, written by the chair of the tenure committee and informed by the committee's discussion, will be provided to the probationary faculty member, chair, and dean

In addition, the performance of each tenured faculty member (to include chairs/coordinators) must be reviewed by peers annually or at least once every six years after the date the faculty member was granted tenure or received an academic promotion. The faculty of each department, in collaboration with the chair/coordinator, will develop an appropriate, written process to accomplish this task—that is, either to conduct a comprehensive performance evaluation annually of all tenured faculty or to conduct a comprehensive performance evaluation of each tenured faculty member once during every six-year period—and which results in a rating of "satisfactory performance" or "unsatisfactory performance." The process must include the identification of a faculty member to tally votes and, in the case of a majority vote of "unsatisfactory progress" to confer with the colleagues of the faculty member so evaluated and provide him/her with a brief, written summary of the rationale for the vote. The chair of the departmental tenure committee will tally the votes on the performance of the chair/coordinator, who must be evaluated by all tenured faculty in the department. The process must be approved initially by the dean and provost, and reviewed periodically.

College of Business

Minimum Standards for Annual Performance Evaluation, Promotion, and Tenure

Part I: Annual Performance Evaluation (F 2.08)

A. Workload Distribution (to be determined in consultation with the Department Chair at the beginning of the evaluation year):

For tenured faculty, teaching: 40 – 60%, research/scholarship: 20 – 40%, service: 10 – 30%

For tenure-track faculty, teaching: 40 – 50%, research/scholarship: 30 – 40%, service: 10 – 20%

The above percentages indicate weights given to performance in the three categories for determining overall performance during the evaluation period.

B. Teaching

For a “minimal performance” rating in teaching, a faculty member should show:

- Acceptable evaluations from students and other appropriate person(s) such as department chair, dean, and peers
- Acceptable student relationships outside the classroom, e.g., availability, advisement
- Evidence of efforts to remain current / creative / innovative in the classroom

For assessment of teaching performance (beyond the “minimal performance” rating), appropriate consideration will be given to each faculty member’s teaching level and load relative to other members in his or her area and relative to other faculty members in the College of Business. The teaching load evaluation tool will include the following measures for the evaluation year:

- Number of sections taught annually
- Number of different preparations annually
- Undergraduate versus graduate class sections taught
- Number of students taught annually
- Number of days per week in teaching schedule
- Willingness to teach at “unpopular” times, such as in the afternoon or evening
- Number of “Independent Study” projects supervised at undergraduate and graduate levels
- Other contributions to the curriculum, such as new courses developed, courses taught for the first time, use of innovative teaching methods, participation in special programs, etc.

C. Research / Scholarship

For a “minimal performance” rating, there should be evidence of some scholarly authorship/co-authorship each academic year that undergoes a form of peer review, e.g., journal articles, conference proceedings, books, book chapters, conference paper presentations.

The following checklist will be used for evaluating excellence in faculty research and scholarship (going beyond the “minimal performance” rating). In general, the six major categories listed will be considered in decreasing order of importance, and the examples within each category are also listed in decreasing order of importance.

I. Journal Articles

- Refereed journal articles
- Refereed conference proceedings
- Refereed cases
- Other journal articles
- Other proceedings
- Other published works

II. Books

- Academic books
- Chapters in academic books
- Textbooks
- Reference/trade books
- Other published books

III. Grants

- Grants received
- Grants applied for

IV. Presentations

- National and international academic/professional conferences
- Regional academic/professional conferences
- Seminar presentations at Lamar University and other universities
- Other academic/professional presentations
- Testimony before public policy makers
- Discussant or participant at academic/professional conferences

V. Work in Progress

- Papers submitted for publication

- Working papers circulated
- Evidence of on-going research (data collection, cases, etc.)

VI. Activities Related to Research

- Journal editor
- Section editor or editorial board of an academic/ professional journal
- Referee for journal articles and grant applications
- Referee for proceedings for national and regional conferences
- Development of software

D. Service

For a “minimal performance” rating in service, a faculty member should show:

- Active participation in at least one active College / University Committee
- Active participation in departmental level committees / service activities

The following list includes examples of service activities that will be used to assess performance beyond the “minimal” rating:

- Creating an important initiative and implementing it
- Managing a project or program
- Chairing heavy workload College or university committees
- Serving on active, high visibility College or University committees
- Serving on the Faculty Senate
- Serving as faculty advisor to an active student club or event
- Being active in prestigious organizations that enhance the reputation of the College of Business
- Playing a leadership role in activities external to Lamar University that enhance the reputation of the College of Business and further the mission of Lamar University
- Consulting (compensated or otherwise) activities in one’s area of professional expertise
- Participation in recruiting activities
- Organizing College of Business seminars
- Making presentations to other groups within the university
- Serving as an officer in a professional conference / organization

- Social service to the community

Part II: Minimum Standards for Promotion (F 2.09)

1. For promotion to the rank of Associate Professor:

A. Basic Criteria

- Terminal degree in appropriate field from an institution accredited by AACSB or of significant national or international reputation
- At least four years as a full-time assistant professor at Lamar University (exceptions may be made in deserving cases, as per the Faculty Handbook)

B. Teaching

- Evaluations from students and other appropriate person(s) such as department chair, dean, and peers in which the faculty member is consistently assessed by College standards as good or excellent
- Offering "independent study" courses or supervising M BA theses, honors or special projects
- The successful development and teaching of new courses and/or curricula
- The successful development and implementation of new teaching tools and techniques
- Special recognition of teaching such as awards for teaching excellence

In evaluating teaching, consideration must be given to class size, the nature of the course (e.g. whether it required core or elective), the level of grading rigor, as well as other factors that might influence student evaluations.

C. Research / Scholarship

- Recognized scholarly production in the following categories (the categories are listed in decreasing order of importance, and so are the examples of items within each category):

I. Journal Articles

- Refereed journal articles
- Refereed conference proceedings
- Refereed cases
- Other journal articles
- Other proceedings
- Other published works

II. Books

- Academic books
- Chapters in academic books
- Textbooks
- Reference/trade books
- Other published books

III. Grants

- Grants received
- Grants applied for

IV. Presentations

- National and international academic/professional conferences
- Regional academic/professional conferences
- Seminar presentations at Lamar University and other universities
- Other academic/professional presentations
- Testimony before public policy makers
- Discussant or participant at academic/professional conferences

V. Work in Progress

- Papers submitted for publication
- Working papers circulated
- Evidence of on-going research (data collection, cases, etc.)

VI. Activities Related to Research

- Journal editor
- Section editor or editorial board of an academic/professional journal
- Referee for journal articles and grant applications

- Referee for proceedings for national and regional conferences
- Development of software

For promotion to the rank of Associate Professor, particular emphasis will be given to Category I (journal articles), especially on refereed journal articles, conference proceedings and cases. There will be an expectation of 3—5 articles in refereed journals, and 3—5 articles in refereed conference proceedings. These numbers are only meant as a guideline for assistant professors to help them in planning toward achieving promotion. The actual number of refereed journal articles deemed adequate for promotion will be mediated by other factors relevant to scholarly activities, such as the quality of the publication outlets and the number of authors.

D. Service

- Service requirements for promotion to the rank of associate professor should be moderate. While service demands should not interfere with the research and teaching required for the attainment of promotion and tenure, assistant professors should demonstrate a willingness to serve. Normally, exceptional service will not be encouraged.

The following are examples of services that are expected for promotion to the rank of associate professor:

- Participation in College / University Committees
- Participation in departmental level committees / service activities
- Serving as faculty advisor to an active student club
- Supporting student activities, such as clubs and events sponsored by student groups and organizations
- Making presentations to other groups within the university
- Moderate role in activities external to Lamar University that enhance the reputation of the College of Business and further the mission of Lamar University
- Social service to the community

2. For Promotion to the rank of Professor:

A. Basic Criteria

- Terminal degree in appropriate field from an institution accredited by AACSB or of significant national or international reputation
- At least six years as a full-time associate professor at Lamar University (exceptions may be made in deserving cases, as per the Faculty Handbook)

B. Teaching

- Evaluations from students and other appropriate person(s) such as department chair, dean, and peers, in which the faculty member is consistently assessed by College standards as good or excellent
- Offering "independent study" courses or supervising MBA theses, honors or special projects
- The successful development and teaching of new courses and/or curricula
- Demonstrated leadership in initiating and implementing new programs of study or major revisions of existing programs
- The successful development and implementation of new teaching tools and techniques
- Special recognition of teaching such as awards for teaching excellence

In evaluating teaching, consideration must be given to class size, the nature of the course (e.g. whether it required core or elective), the level of grading rigor, as well as other factors that might influence student evaluations.

C. Research / Scholarship

- While scholarly production is expected in the same categories as those that apply for promotion to the rank of associate professor, an applicant to the rank of professor is expected to make more and/or better intellectual contributions than those expected for the requirements for promotion to the rank of associate professor. The categories are listed in decreasing order

of importance, and so are the examples of items within each category:

I. Journal Articles

- Refereed journal articles
- Refereed conference proceedings
- Refereed cases
- Other journal articles
- Other proceedings
- Other published works

II. Books

- Academic books
- Chapters in academic books
- Textbooks
- Reference/trade books
- Other published books

III. Grants

- Grants received
- Grants applied for

IV. Presentations

- National and international academic/professional conferences
- Regional academic/professional conferences
- Seminar presentations at Lamar University and other universities
- Other academic/professional presentations
- Testimony before public policy makers
- Discussant or participant at academic/professional conferences

V. Work in Progress

- Papers submitted for publication
- Working papers circulated
- Evidence of on-going research (data collection, cases, etc.)

VI. Activities Related to Research

- Journal editor
- Section editor or editorial board of an academic/professional journal
- Referee for journal articles and grant applications
- Referee for proceedings for national and regional conferences
- Development of software

D. Service

A significantly higher standard of service is required for promotion to the rank of professor. The following are examples of service activities expected of applicants to the rank of professor:

- Creating an important initiative and implementing it
- Managing a project or program
- Chairing heavy workload College or university committees
- Serving on active, high visibility College or University committees
- Serving as faculty advisor to an active student club or event
- Being active in prestigious organizations that enhance the reputation of the College of Business
- Playing a leadership role in activities external to Lamar University that enhance the reputation of the College of Business and further the mission of Lamar University
- Consulting (compensated or otherwise) activities in one's area of professional expertise
- Participation in recruiting activities
- Organizing College of Business seminars
- Making presentations to other groups within the university
- Serving as an officer in a professional conference / organization
- Social service to the community

Part III: Minimum Standards for Tenure (F 2.10)

In principle, the minimum standards for tenure are the same as the minimum standards for promotion to the rank of associate professor. For non-tenured (but tenure-track) faculty who join at the rank of associate professor or above, a customized set of tenure criteria should be

developed in consultation with the Department Chair and the Dean during the first semester of service.

A. Basic Criteria

- Terminal degree in appropriate field from an institution accredited by AACSB or of significant national or international reputation
- Appropriate duration of service at Lamar University, as specified in the Faculty Handbook and in the initial service contract

B. Teaching

- Evaluations from students and other appropriate person(s) such as department chair, dean, and peers in which the faculty member is consistently assessed by College standards as good or excellent
- Offering "independent study" courses or supervising MBA theses, honors or special projects
- The successful development and teaching of new courses and/or curricula
- The successful development and implementation of new teaching tools and techniques
- Special recognition of teaching such as awards for teaching excellence

In evaluating teaching, consideration must be given to class size, the nature of the course (e.g. whether it required core or elective), the level of grading rigor, as well as other factors that might influence student evaluations.

C. Research / Scholarship

- Recognized scholarly production in the following categories (the categories are listed in decreasing order of importance, and so are the examples of items within each category):

I. Journal Articles

- Refereed journal articles
- Refereed conference proceedings
- Refereed cases
- Other journal articles
- Other proceedings
- Other published works

II. Books

- Academic books
- Chapters in academic books
- Textbooks
- Reference/trade books
- Other published books

III. Grants

- Grants received
- Grants applied for

IV. Presentations

- National and international academic/professional conferences
- Regional academic/professional conferences
- Seminar presentations at Lamar University and other universities
- Other academic/professional presentations
- Testimony before public policy makers
- Discussant or participant at academic/professional conferences

V. Work in Progress

- Papers submitted for publication
- Working papers circulated

- Evidence of on-going research (data collection, cases, etc.)

VI. Activities Related to Research

- Journal editor
- Section editor or editorial board of an academic/professional journal
- Referee for journal articles and grant applications
- Referee for proceedings for national and regional conferences
- Development of software

For tenure, particular emphasis will be given to Category I (journal articles), especially on refereed journal articles, conference proceedings and cases. There will be an expectation of 3—5 articles in refereed journals, and 3—5 articles in refereed conference proceedings. These numbers are only meant as a guideline for assistant professors to help them in planning toward achieving tenure. The actual number of refereed journal articles deemed adequate for tenure will be mediated by other factors relevant to scholarly activities, such as the quality of the publication outlets and the number of authors.

D. Service

- Service requirements for tenure (for faculty joining at the rank of assistant professor) should be moderate. While service demands should not interfere with the research and teaching required for the attainment of promotion and tenure, assistant professors should demonstrate a willingness to serve. Normally, exceptional service will not be encouraged.

The following are examples of services that are expected for tenure:

- Participation in College / University Committees
- Participation in departmental level committees / service activities
- Serving as faculty advisor to an active student club
- Supporting student activities, such as clubs and events sponsored by student groups and organizations

- Making presentations to other groups within the university
- Moderate role in activities external to Lamar University that enhance the reputation of the College of Business and further the mission of Lamar University
- Social service to the community

Participating and Supporting Faculty Policy

AACSB Faculty Sufficiency (Standard 9) the school maintains a faculty sufficient to provide stability and ongoing quality improvement for the instructional programs offered. The deployment of faculty resources reflects the mission and programs. Students in all programs, majors, areas of emphasis, and locations have the opportunity to receive instruction from appropriately qualified faculty.

Participating and Supporting Faculty of the College of Business at Lamar University

In assessing sufficiency of faculty resources, the College of Business recognizes the important distinction between participating and supporting faculty members.

A participating faculty member actively engages in the activities of the College in matters beyond direct teaching responsibilities. Such matters might include policy decisions, educational directions, advising, research, and service commitments. The faculty member may participate in the governance of the College, and be eligible to serve as a member on appropriate committees that engage in academic policymaking and/or other decisions. The individual may participate in a variety of non-class activities such as directing extracurricular activity, providing academic and career advising, and representing the College on institutional committees. The individual may be eligible for, and participate in, faculty development activities. Generally, the **Participating Faculty of the College of Business** consists of all persons appointed to a tenure or tenure-track

position with the title of Professor, Associate Professor, Assistant Professor, or Instructor. These individuals submit the Lamar University yearly F2.08 evaluation form which details their involvement in College and University activities. Other faculty members on fixed-term instructional contracts can be considered participating. Those individuals must present yearly an updated resume and a list detailing their involvement in the College and University.

A supporting faculty member at the College of Business does not substantially participate in the intellectual or operational life of the College beyond the direct performance of teaching responsibilities. The **Supporting Faculty of the College of Business** consists of those faculty members who are in fixed-term, non-continuous, non-tenure-track positions. Typically, supporting faculty members are hired on a contractual basis to teach one or several courses.

In determining whether a faculty member will be considered participating, the College of Business considers **paramount** the faculty member's commitment to:

- Curriculum Design: The faculty member is engaged in the process of creation, monitoring, evaluation, and revision of curricula.
- Course Development: The faculty member is engaged in choosing and creating learning experiences, media, and instructional materials
- Assessment of Learning: The faculty member is engaged in setting and developing learning goals and assessments for each course, and in implementing assurance of learning standards.

A faculty member will also be considered participating if they are involved in mission driven activities such as student advising, research, non-degree education for the College or University, faculty development, university service, or community service, economic development and consulting when performed on behalf of the College or University.

Faculty Qualifications Policy (Revised February 28, 2008)

AACSB Faculty Qualifications (Standard 10) the faculty has, and maintains, intellectual qualifications and current expertise to accomplish the mission and to assure that this occurs; the school has a clearly defined process to evaluate individual faculty member's contributions to the school's mission.

Academically Qualified Faculty Members (Appropriate Terminal Degree per AACSB guidelines)

Academically Qualified personnel must obtain appropriate terminal degree per AACSB guidelines that are as follows:

1. A doctoral degree in the area in which the individual teaches (completion of a degree program intended to produce scholars capable of creating original scholarly contributions through advances in research or theory)
2. A doctoral degree in a business field, but primary teaching responsibility in a business field that is not the area of academic preparation (active involvement in the areas to teaching responsibility through writing, participation in professional meetings, or related activities)
3. A doctoral degree outside of business, but primary teaching responsibility that incorporates the area of academic preparation (maintain active involvement in area of teaching responsibility)
4. A doctoral degree outside of business and primary teaching responsibilities that do not incorporate the area of academic preparation (must complete additional coursework or personal study sufficient to provide a base for participation in the mix of teaching, intellectual contribution, and service sought by the school.
5. A specialized graduate degree in taxation (degree in taxation or a combination of graduate degree in law and accounting will be considered academically qualified to teach taxation)
6. Substantial specialized coursework in the field of primary teaching responsibilities, but no research doctoral degree (may have a specialized master's degree in a business field and have completed some coursework in a business doctorate program, or currently may be a student in a business doctoral program - 10% limit of total faculty resource)

Professionally Qualified Faculty Members

Both relevant academic preparation and relevant professional experience will be required to establish a faculty member as professionally qualified. Normally, academic preparation should consist of a master's degree in a field related to the area of teaching assignment. Normally, the professional experience should be relevant to the faculty member's teaching assignment, significant in duration and level of responsibility, and current at the time of hiring.

**MAINTENANCE OF QUALIFICATION FOR FACULTY IN THE
COLLEGE OF BUSINESS AT LAMAR UNIVERSITY**

To maintain academic or professional qualification, a faculty member must provide adequate contributions to 1) Discipline-based scholarship; 2) Learning and pedagogical research; or 3) Contributions to practice. These three types of contributions are defined in the AACSB standards as follows:

- **“Discipline-based scholarship** contributions add to the theory or knowledge base of the faculty member's field. Published research results and theoretical innovation qualify as discipline-based scholarship contributions.”

- **“Learning and pedagogical research** contributions influence the teaching-learning activities of the school. Preparation of new materials for use in courses, creation of teaching aids, and research on pedagogy all qualify as learning and pedagogical research contributions.”

- **“Contributions to practice** influence professional practice in the faculty member's field. Articles in practice-oriented journals, creation and delivery of executive education courses, development of discipline-based practice tools, and published reports on applied consulting all qualify as contributions to practice.”

Academically Qualified: To retain academic qualifications the College of Business requires a minimum of seven intellectual contributions within the prior five years with at least two refereed publications. Each refereed publication beyond the first, during the five-year period, will count as two intellectual contributions toward meeting the requirement.

In addition, faculty teaching in the graduate program will be required to produce a minimum of ten intellectual contributions within the prior five years.

Refereed publications are defined as refereed articles published in a refereed academic, pedagogical, or practitioner journal, chapters published in refereed books, refereed research books, and refereed proceedings at the following meetings only:

American Academy of Legal Studies in Business (ALSB)

American Accounting Association

American Economic Association

American Finance Association

ICIS – International Conference on Information Systems

Academy of Management Annual Conference

American Marketing Association Summer Conference

Professionally Qualified: To retain professional qualifications the College of Business requires a minimum of seven intellectual contributions within the prior five years, at least two of which should come from contributions to practice.

In addition, faculty teaching in the graduate program will be required to produce a minimum of ten intellectual contributions within the prior five years.

As a guide for faculty the College of Business has developed a list of scholarly inquiry and intellectual contribution outcome Indicators.

I. Discipline-based scholarship

- A. Refereed journal articles on disciplinary research or theory
- B. Refereed proceedings on disciplinary research or theory
- C. Books, monographs, and chapters
- D. Reports from sponsored research
- E. Grant received and applied for
- F. Presentations at academic conferences and seminars
- G. Major editorial responsibilities (such as editor-in-chief or executive editor) of academic journals
- H. Editorial responsibilities such as serving on editorial board or as a referee of academic journals or conferences and seminars presentations and/or proceedings
- I. Responsibilities such as serving as track chair, session chair, or discussant at academic conferences
- J. Book reviews in academic journals
- K. Review of disciplinary textbooks

II. Learning and pedagogical contributions

- A. Refereed journal articles on teaching innovations
- B. Refereed proceedings on teaching innovations
- C. Books, chapters, monographs and published teaching cases
- D. Teaching related grants
- E. Presentations at academic conferences and seminars
- F. Presentations to education seminars or conventions
- G. Major editorial responsibilities (such as editor-in-chief or executive editor) of pedagogical or learning-focused journals
- H. Editorial responsibilities such as serving on editorial board or as a referee of pedagogical or learning-focused journals or conferences, seminars and conventions presentations and/or proceedings
- I. Responsibilities such as serving as track chair, session chair, or discussant at pedagogical or learning-focused conferences
- J. Independent study projects
- K. Teaching case development
- L. New curricula development
- M. New course creation
- N. Substantial course revision with evidence of new materials
- O. Instructional software development
- P. Assessment tool development

III. Contributions to practice

- A. Refereed journal articles in practitioner journals
- B. Books, chapters, and monographs
- C. Reports from sponsored research on practice issues
- D. Presentations at practitioner seminars or conventions
- E. Major editorial responsibilities (such as editor-in-chief or executive editor) of practitioner journals
- F. Editorial responsibilities such as serving on editorial board or as a referee of practitioner journals or conferences, seminars and conventions presentations and/or proceedings
- G. Executive education course creation
- H. Providing continuing professional education to business professionals
- I. Development of practice software available for distribution
- J. Performing professional business activities that enhance professional development

- K. Being current in certifications or licenses related to the business specialty (e.g., CPA or CFA)
- L. Being published in the business "popular press" or having a record of sales of work products for business (e.g., workbooks, manuals, software)
- M. Developing or owning proprietary business processes or products (patents, copyrights, trademarks)
- N. Currently writing on business topics for a magazine or paper
- O. Serving on legal or regulatory boards or commissions
- P. Having a leadership role in professional/scientific societies
- Q. Serving as an expert in legal proceedings related to business matters
- R. Advisor to government agencies or non governmental organizations
- S. Being cited or recognized as an exemplary professional by associations, trade groups, foundations, etc.
- T. Currently owning/running a successful business
- U. Currently performing professional services to business for a fee
- V. On retainer to business as a consultant
- W. Currently performing professional services to business on a pro bono basis
- X. Regularly on the speakers circuit presenting professional views or opinions

College of Business Policies on Merit Salary Administration

Annually, Lamar University might allocate a percentage of current faculty salaries as merit based salary increases. This document outlines the procedures used at the College of Business to allocate such monies to individual faculty members.

Policies and Procedures

1. When the aggregate College of Business percentage allocation is announced, the dean will retain a pool of money equal to that percentage of the salaries of the department chairs and the associate dean for merit distribution to those individuals. The dean will also retain any excess received for individuals who are not eligible for merit pay and a fraction of the total percentage, not to exceed 20%, to address merit inequities and differences in performance across departments.
2. The remainder will be distributed to department chairs based on the salaries of all eligible faculty members in the department.
3. Each department chair will distribute his/her pool of money to the departmental faculty based on the current f2.08 evaluation, ensuring that all faculty members rated in the same merit category receive the same percentage increase, **and** that exceptional merit faculty receive more than high merit faculty members who should receive more than merit faculty members. Faculty members rated no merit will receive 0% merit increases but will receive equity adjustments, if any. Faculty members receiving an unsatisfactory rating will receive 0% merit increases and will not be eligible for equity adjustments.
4. The dean will award merit increases to the department chairs and the associate dean based on the current f2.08 evaluation, ensuring that all chairs and associate dean rated in the same merit category receive the same percentage increase, **and** that exceptional merit ratings receive more than high merit ratings who should receive more than merit ratings.
5. The dean, in consultation with department chairs, will distribute the remaining pool of money to address merit inequities and difference in performance issues across departments.

Policies on Travel and Publication of Articles

1. Publication of articles

A total of \$500 is paid upon the acceptance of an article to a refereed journal. This amount is divided equally between all authors (only CoB faculty members actually receive checks). There is no limit on the number of articles paid during a budget year. Conference proceedings (whether refereed or not) are not eligible for payment.

2. Travel

Full-time faculty members are encouraged to attend professional meetings. In the event that attendance at the professional meeting is as an active participant (to present a paper or chair a session or the like) the faculty member will be reimbursed for actual expenses (to per diem) up to a maximum of \$1200 per trip (total amount from department and/or college). The department chair and the dean must approve the travel in advance. Faculty members are guaranteed one trip each budget year. If funds are available, additional trips may be funded. Early in the fall, department chairs will ask faculty members to identify expected travel needs throughout the budget year. The dean will consolidate department requests and approve additional trips as funds are available.

Mentoring Policy

At the time of beginning employment for tenured/tenure-track faculty members, the department chair will appoint a mentor, preferably from faculty members within the department, for each new faculty member. The new faculty members are advised to seek the help and guidance of the mentors regarding academic and administrative norms. In addition, a meeting should be organized with the faculty member, their mentor, the department chair and the administrative assistant. The meeting will cover the following areas:

- a) Research issues, covering expectations for tenure and promotion, college reward systems and support for travel, software, etc.
- b) Administrative norms including guidelines for using photocopying services for exams and quizzes. In addition, the norms for advising students should be described.
- c) Norms for teaching including grading policies, office hours and turnaround times for exams and quizzes.

In addition, the new faculty member will be given a copy of the College of Business Operating Policies and Procedures, as well as a checklist (see below) from the dean's office and a packet of appropriate forms.

During the first academic year, it is expected that the faculty member and their mentor will meet at reasonable intervals to discuss progress and answer questions. The dean has set aside funds so that the mentor can invite the faculty member to lunch at the dining hall up to three times during the year.

If either the faculty member or the mentor feels that the relationship is not working, they should inform the department chair. After consultation with both individuals the department chair may appoint a new mentor.

At the end of the first academic year, the department chair should meet with each faculty member and each mentor separately and seek feedback on the mentoring experience. The chair should submit a brief report to the dean about this feedback. If the faculty member requests it, or the chair feels the need for it, the mentoring relationship can continue in future years.

TENURE-TRACK NEW HIRE

Name: _____

Human Resources will send a Benefits package to new hire after the acceptance letter has been received. New hire should then contact HR to set up an appointment for Orientation (sessions are given on the 1st and 15th of each month). During Orientation, new hire will receive ID and parking pass. Faculty member should then go to Facilities Management with new ID and pick up his/her office key.

The last date to attend Orientation is the afternoon of _____.
Check off each item as you proceed. When completed, give one copy to new faculty member, and then return original of this form to the Dean's office.

As soon as possible after acceptance:

- Order instructor textbook(s) for course(s) to be taught (date ordered ____)
- Mail copy of sample (Master) syllabus

When faculty member is on campus, give him/her copies of:

- "College of Business Operating Policies and Procedures"
- General telephone management information
- Individual code for copier usage _____
- LU forms with appropriate explanations:
 - a. F2.05: to be used for absences; i.e., travel, jury duty, etc.
 - b. F3.32: to be completed **prior to approved** travel
 - c. F3.7: to be used if faculty wishes to enroll in a course
 - d. whatever other form(s) the department deems necessary
- FYI – Faculty Handbook can be viewed at
<http://dept.lamar.edu/acadaffairs/FacInfo/handbook/handbook.php>

Lamar University New Faculty Convocation is scheduled for _____
_____. Please come to the departmental office (GB _____) at _____
a.m. so that you can attend Convocation with your Department Chair.

The **College of Business** Convocation will be in Landes Auditorium (GB 101) immediately following the University Convocation.

Afterward, new hire should take ID to Cherry Engineering to pick up My Lamar/e-mail information.

General information:

For more information on Lamar University Policy and Procedure, go to:

<http://dept.lamar.edu/acadaffairs/facultyinfo.php>

College of Business
Policy on Endowed Faculty Scholars
(Approved by the Executive Committee August 19, 2008)

The College of Business Endowed Faculty Scholars Program was created through the generosity of donors and benefactors as a mechanism to help recruit and retain adequate faculty resources. The program will provide salary stipends to accomplished, existing faculty members who are significantly underpaid compared to their peers in the profession. This policy sets out eligibility requirements, selection of faculty members and duration of awards.

Policies and Procedures

1. Eligibility

- a. Tenured faculty member or tenured administrators with faculty status below the level of dean
- b. Faculty members that have achieved 4.0 or higher in the last three years of f2.08 evaluations
- c. Faculty members that are classified as Academically Qualified

2. Duration

- a. The awards will be for three years. In order for the award to continue after the first year, the faculty scholar will achieve at least a combined score of 3.5 in their f2.08 evaluation and will remain Academically Qualified. At the end of the three years, faculty members can be considered for any future awards based on their eligibility at that time.
- b. Awardees will be known as the (Donor's Name) Faculty Scholar in Business.

3. Selection

- a. From the list of eligible faculty members, the awards will be given to the most underpaid faculty members based on a comparison of their salaries to the mean AACSB salary for Public Accredited institutions by discipline and rank. The discipline used is the

discipline in which the faculty member is academically qualified to teach.

- b. The number of awards and the stipends awarded will vary and will be determined by the distribution on the endowments specified by the Lamar University Foundation.
- c. The awards will be presented on an academic year basis (Fall through Summer).

4. Responsibilities of the Faculty Scholar

- a. By August 15 of every year, the faculty scholar will submit to the dean of the College of Business a report summarizing his/her activities during the last academic year in the traditional areas of teaching, research and service.
- b. The faculty scholar will acknowledge the support of the program in any publication or presentations that occur during the award period.
- c. The faculty scholar will deliver at least one public scholarly presentation during each year of the award. The presentation can be a formal presentation at the College of Business and/or a formal presentation at a professional meeting or conference.