

## **SECTION VI - BYLAWS**

### **FACULTY OF THE ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS**

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# ROLLINS COLLEGE

## BYLAWS OF THE FACULTY

### ROY E. CRUMMER GRADUATE SCHOOL OF BUSINESS

(Approved August 2005  
Revised March 2011)

*The vision of the Crummer Graduate School of Business is to be a recognized leader in graduate business education with a reputation for producing highly successful managers and leaders.*

*The mission of the Crummer Graduate School of Business is to prepare students to be both managers and leaders who add significant value to their organizations and communities.*

#### ARTICLE I

##### GENERAL GOVERNANCE

**1.1 Bylaws.** The faculty of the Roy E. Crummer Graduate School of Business (Crummer) of Rollins College the (College) establishes these Bylaws. The Bylaws of the faculty of the College organize the College faculty into the Faculty of Arts & Sciences, and the Faculty of Crummer, and further proclaim that a guiding principle of governance for the College is that each of these bodies is more effective if each adopts bylaws appropriate to facilitating its work.

#### ARTICLE II

##### FACULTY MEMBERSHIP

###### 2.1 Full Time Faculty

Any individual who has a full time, tenure-track appointment at the rank of associate professor or professor shall be a member of the faculty (Faculty). Faculty members have the right to attend faculty meetings, are entitled to vote on all matters pertaining to the Faculty and possess all the usual rights and privileges accorded faculty members at the College.

Non-voting members of the faculty (Ex-official Faculty) consist of the President of the College (President), the Vice-President for Academic Affairs (Provost), a representative of the Faculty of Arts and Sciences, and full time members of the Faculty of Arts and Sciences who have teaching responsibilities at Crummer.

###### 2.2 Dean

The Dean (Dean) shall be a voting faculty member by virtue of the position as Dean and the Associate Dean (Associate Dean) shall be a voting faculty member if that individual also holds academic credentials and academic appointment.

###### 2.3 Part Time and Visiting Faculty

Adjunct, full or part-time visiting faculty members have the right to attend faculty meetings but do not have the right to vote.

#### **2.4 Executives-in-Residence**

Executive-in-Residence (Executive) appointments shall apply to individuals who have significant business experience, but do not qualify for academic rank or appointment to a tenure-track position. Executives have the right to attend faculty meetings but do not have the right to vote.

### **ARTICLE III**

#### **FACULTY RESPONSIBILITIES, RIGHTS AND DUTIES**

##### **3.1 Academic Programs**

The Faculty of Crummer shall:

- Prescribe the qualifications for admission to all its programs of instruction;
- Devise and approve a curriculum of study for each program;
- Establish academic requirements for pursuit of these studies;
- Prescribe the requirements for graduation from its programs of instruction and nominate and recommend to the Board of Trustees candidates for all degrees upon satisfactory completion of courses of study and for all other diplomas, honors and awards to be issued; and
- Develop the calendars for all its academic programs.

##### **3.2 Committees and Faculty President**

The Faculty shall:

- Elect, by majority vote, a president of the Faculty of Crummer (Faculty President). The Faculty President, or elected designate, shall serve as the representative of Crummer on appropriate college-wide committees that require representation of the faculty. The Faculty President shall be elected for a term of two years;
- Elect members to and/or serve as members of Faculty committees required within Crummer or the College as necessary.

##### **3.3 New Positions**

The Faculty shall vote on candidates for the Dean, Associate Dean, and Faculty positions as fully described in Article V.

### **ARTICLE IV**

#### **MEETINGS OF THE FACULTY**

##### **4.1 Regular Meetings**

The Faculty shall meet at least once per semester in regular session during the academic year. The Dean or designate shall preside at all faculty meetings. A quorum for any meeting of the Faculty shall consist of a majority of the Faculty.

#### **4.2 Special Meetings**

Special meetings of the Faculty may be called by the Dean or by any Faculty member.

## **ARTICLE V**

### **RECRUITMENT AND APPOINTMENT**

#### **5.1 Faculty and Dean Recruitment**

5.1.1 All faculty wishing to enter the **Tenure-track**, including those who have been at Crummer in Visiting Professorships, shall be recruited through a national search. A committee of Faculty appointed by the Dean will conduct the search and identify a pool of candidates who will be interviewed by the Faculty and a recommendation will be forwarded to the Dean. Upon acceptance by the Dean, the nomination shall be forwarded to the Provost. No prospective Faculty member shall be appointed who does not receive a simple majority vote of the Faculty. The normal length of service before a Faculty member may be tenured is three years; any deviation must be approved in advance by the Peer Review Committee, Dean, and Provost.

5.1.2 The **Dean** shall be recruited through a national search. A committee of Faculty appointed by the Provost will conduct the search and identify a pool of candidates who will be interviewed by the Faculty, Provost, and the President with a recommendation to be forwarded to the Provost. The Faculty may recommend to the Provost more than one candidate who has met the approval of the Faculty. No prospective Dean shall be appointed who does not receive at least a majority vote of the Faculty.

5.1.3 **Executive-in-Residence** appointments will be recruited in a manner selected by the Dean. When time permits, the Faculty shall approve these appointments. Initial Executive-in-Residence appointments shall not exceed two years; reappointment of Executives for a subsequent term, shall be approved by a simple majority of the Faculty.

5.1.4 **Adjunct and Visiting Faculty** will be recruited in a manner selected by the Dean. When time permits, the Faculty shall approve these appointments. Visiting full-time faculty appointments longer than one year shall be approved by a majority of the Faculty. Time and service as an Adjunct or Visiting Faculty member is not credited towards tenure. Adjunct Faculty normally do not teach more than three courses per academic year.

#### **5.2 Non-Renewals of Appointments**

In any year that a Faculty member, who is on the tenure-track, does not meet the Criteria, as outlined in section 7.4, the Committee may recommend to the Dean that the individual be given notice of non-renewal of the annual appointment. This notice of non-renewal of appointment shall be given to the Faculty member by December 1 of the current academic year with employment ending on May 31 following the notification.

## ARTICLE VI

### TYPES OF FACULTY AND FACULTY QUALIFICATIONS

#### 6.1 Definitions

There shall be two categories of faculty: Participating Faculty and Supporting Faculty.

6.1.1 **Participating Faculty** actively engage in the activities of the school in matters beyond direct teaching responsibilities. Such matters might include policy decisions, educational directions, advising, research, and service commitments. The Dean shall attempt to maintain a balance so that participating faculty will be greater than 60% in any discipline and greater than 75% for the overall school.

6.1.2 **Supporting Faculty** do not, as a rule, participate in the intellectual or operational life of the school beyond the direct performance of teaching responsibilities.

#### 6.2 Faculty Qualifications

Faculty shall be qualified in one of these three categories: Academically Qualified Faculty; Professionally Qualified Faculty; or Other.

6.2.1 **Academically Qualified Faculty (AQ)** requires a combination of an appropriate doctoral degree augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities. After degree completion a faculty member maintains AQ through the appropriate intellectual contributions over a rolling 5-year period as defined in Article VII. Contributions in that section are listed by learning and pedagogical scholarship, discipline-based scholarship and contributions to practice. The Dean shall attempt to maintain standards such that AQ Faculty provide more than 50% of the teaching in any discipline and the school as a whole.

6.2.2 **Professionally Qualified Faculty (PQ)** have both relevant academic preparation and relevant professional experience to be established as a faculty member. Normally, the academic preparation should consist of at least a master's degree in a field related to the area of teaching assignment, currency in the teaching area, and professional experience in that area (i.e. MBA, CPA). Currency is defined as complying with one of the following: (1) recent completion of relevant developmental activity including maintaining a certification requirement, or (2) recent completion of significant business consulting projects. It also requires two points from the intellectual contribution table in Article VII, over a rolling five-year period. The Dean shall attempt to maintain standards such that AQ and PQ faculty equal to or greater than 90% of the teaching in any discipline and the school as a whole.

6.2.3 **Other** represents those individuals holding a faculty title but whose qualifications do not meet the definitions for AQ or PQ.

#### 6.3 Adjunct Faculty

As with participating (full-time) faculty, adjunct faculty may be either academically qualified, professionally qualified or both. It is assumed that most supporting faculty will be chosen for their professional qualifications.

6.3.1 **Academically Qualified Supporting (Adjunct) Faculty.** Supporting faculty members are considered academically qualified if they hold an appropriate doctoral degree and have made intellectual contributions during the past five years as defined in Article VII.

6.3.2 **Professionally Qualified Supporting (Adjunct) Faculty.** Supporting faculty members are considered professionally qualified if their terminal degree is at least at the master's level and related to the area of teaching assignment and they are professionally current in their teaching area.

Currency is defined as complying with at least one of the following: (1) current, significant and relevant business position and/or completion of significant business consulting projects; or (2) recent involvement in relevant professional development activities such as membership on corporate boards; publishing in a professional or trade journal, or presenting at a professional conferencing; attending workshops at professional association meetings; and meeting the requirements for maintaining a certification (CPA, CMA, etc.).

## ARTICLE VII

### FACULTY EVALUATIONS AND PERFORMANCE EXPECTATIONS

#### 7.1 Purpose

7.1.1 Faculty evaluation is a means of monitoring individual performance for promotion, tenure, reappointment, and for allocating annual faculty salary levels, including the Dean informing each faculty member regarding the rationale behind his/her individual annual salary allotment.

7.1.2 Faculty evaluation is a feedback process that provides Faculty with an incentive and method for improvement.

#### 7.2 Process

7.2.1 The evaluation process shall be a yearly review of accomplishments of the prior year for teaching and service, and the previous five years for research/publication, and a review of plans for the current academic year. The basis of the process is an annual written summary prepared by the Faculty member and reviewed with the Dean early in the fall semester. Each Faculty member is expected to be active in all three professional service criteria (Criteria) areas: teaching, research/publication, and service. The guidelines for Criteria are outlined in detail in section 7.4.0.

7.2.2 In the event of a disagreement regarding the evaluation between the Dean and a Faculty member the Peer Review Committee (Committee) will review the evaluation and make a recommendation for adoption or modification to the Dean. The Committee shall follow the Criteria guidelines (Section 7.4.6) when making a recommendation to the Dean.

#### 7.3 Peer Review Committee

The Peer Review Committee (Committee) shall consist of three tenured Faculty members with the rank of Professor. The Faculty will elect Committee members for three-year terms with one term expiring each year.

#### 7.4 Professional Criteria

The following categories of professional criteria (Criteria) shall serve as the basis for annual evaluation, promotion, and tenure process. The Criteria evaluation weight shall be based 50% on teaching, 30% on research/publication which will be based on a five-year rolling record of publications, and 20% on service. Although each Faculty member is expected to be active in all Criteria areas, particular areas may receive more attention in a given year based upon an agreement between the Faculty member and the Dean.

7.4.1 **Teaching.** Evaluation of teaching performance should include student evaluations and other factors: such as: the use of appropriate, innovative teaching methods; use of state of the art techniques; and other input from faculty, students, and administrators.

It is expected that all faculty members will be outstanding instructors. In comparison to other instructors within Crummer, no individual's performance should be substantially and consistently low as perceived by

peers, students, and administrators. Innovative teaching techniques that help achieve the goals of the program are desired and should be recognized in evaluating performance.

**7.4.2 Research/Publications.** Evaluation of research/publications should include extent and quality of publication in journals and publication of textbooks.

Note: Publication is defined as the final printed output; however, letters of unconditional acceptance from editors are sufficient for "publication in journals."

It is expected that Faculty have a rolling average of no less than five points (refer to Table 7.1) over each five-year period. \*Two of these five points must be from peer-reviewed journals. The norm for Faculty being promoted to professor after serving four years as an associate professor shall be a minimum of four points in publications bearing the College/Crummer affiliation. Non-peer reviewed intellectual contributions may qualify for points. To earn points in this category, a faculty member must provide the complete work along with evidence in support of its quality. The Peer Review Committee making the decision may consult with others in the field for confirmation of the work's quality. No more than two points in the five-year rolling average may be earned in this category. Publications not noted in Table 7.1 for which credit is sought are suitable for evaluation by the Peer Review Committee.

All points also may not be derived from any one category, except journal articles, as it is desirable that every faculty member maintains a research agenda.

**7.4.3 Publications of Visiting Professors.** Visiting faculty wishing to apply for a tenure-track position must have a minimum of four points with a Crummer affiliation, using Table 7.1.

**7.4.4 Candidates for Tenure-Track Positions.** Candidates applying for a tenure-track position at Crummer (with the exception of Visiting Professors, as in 7.4.3), must have at least six points (as per Table 7.1) over the prior five years to be eligible for employment.

**7.4.5 Publications by Part-Time Faculty.** Academically Qualified (AQ) part time faculty (see Section 6.2.1), are expected to maintain a five-year rolling average of three points, as per Table 7.1.

**Table 7.1**

Item			
	½	1	2
Textbook, first edition, national publisher			X
Journal publications – Prestigious refereed or edited journal publication		X	
Casebook or book of edited readings, national publisher		X	
Minor textbook or its revision, national publisher		X	
Revision of a textbook, national publisher		X	
Trade book published by national publisher		X	
Published Research monograph		X	
Published blind-reviewed national or international conference proceedings		X	
Paper presented at academic meeting and/or published in regional proceedings	X		
Peer-reviewed and published case study with instructional materials		X	

**If an individual believes the publication is in a Tier 1 premier journal, he/she may petition the Peer Review Committee for a two point value.**

\*(This two peer reviewed journal articles out of five points criteria will go into effect 2016-2017. This will give everyone the opportunity to plan their research to meet the new criteria.)

**7.4.6 Professional Service.** Evaluation of professional service should include:

- Holding official positions in professional associations or chairing meetings or major meeting tracks;
- College service - evaluation of College service should consider extent and quality of service on committees, chairing committees, and performing special services for the College;
- Crummer service - evaluation of Crummer service should consider extent and quality of service on committees, chairing committees, and performing special services for Crummer (e.g. faculty and student recruitment); and
- Community service - evaluation of community service should include extent and quality of consulting services offered through the College, seminars and conferences sponsored by the College or Crummer, and holding positions of responsibility in the community, which are important to the College and/or Crummer.

Service for annual evaluation, promotion, and tenure may take several forms, and community service in of it itself is not required for either promotion or tenure but will be taken into account during evaluations. Service is not considered to be a substitute for either teaching excellence or publication.

Collegiality and professionalism are acknowledged parts of academia that Crummer and the College consider to be important in the consideration of tenure and promotion. Crummer operates as a “faculty of the whole” and, as such, the ability of Faculty to work together in a collegial and professional manner is critical to the success of Crummer’s mission and vision. Collegiality includes interpersonal honesty and integrity, effective management of conflict and disagreement, and behavior that helps other colleagues successfully contribute to the mission of the College. Faculty must discuss, cooperate, compromise, and act as a group in making decisions regarding the development of curriculum, the scheduling and teaching of classes, the advising of students, and the allocation of resources. These important aspects of the work of Faculty require cooperation and collegial interaction.

## **7.5 Standards**

The following standards are deemed appropriate for each rank:

**7.5.1 Associate Professor.** Qualifications for associate professor should be the Ph.D. or equivalent degree plus a minimum of four (4) years full-time teaching at an AACSB International accredited institution at the assistant professor level, plus evidence of satisfactory progress in the criteria listed in Section 7.4.

**7.5.2 Professor.** Qualifications for professor should be those of associate professor (four years) plus at least five (5) years full-time experience in an AACSB International accredited institution at the rank of associate professor, plus evidence of exceptional performance in the Criteria. The rank of professor should be bestowed only on those individuals with an established reputation of scholarly excellence as evidenced through a continuing record of publication and who are expected to maintain that reputation in the future.

**7.5.3 Endowed (Chaired) Professorships.** Endowed or “chaired” professorships are conferred upon outstanding scholars inside Crummer as recognition of their superior performance, and may also be used



to recruit exceptional new Faculty. Ordinarily, endowed chairs are awarded for a period of up to 5 years, with renewal for additional 5-year periods based on the performance of the holder. The President appoints and renews endowed chairs upon the recommendation of the Provost and Dean who seeks input from the Peer Review Committee.

Current Faculty member eligibility to receive an endowed professorship.

- The individual must already hold the rank of professor and be tenured.
- The individual's annual performance in teaching, publication/research, and service must have, on average, exceeded the standards as stated in all sections of 7.4 for the five years preceding the appointment.

Newly recruited Faculty member eligibility to receive an endowed professorship.

- The individual must already hold the rank of Professor and be tenured at an AACSB International accredited (or equivalent) institution.
- The individual should be recognized, by peers, inside and outside the College and Crummer, as a distinguished leader in his or her field.

## **7.6 Tenure**

Tenure may be conferred only by the Board of Trustees through an affirmative approval by that Board. Qualifications for tenure should be those for appointment to associate professor or professor rank. The evaluation for tenure will usually be made during the third year of a teaching appointment but no later than the fourth year. Faculty who request a delay in their tenure-track review from the third year to the fourth will be given a one year contract for the fourth year during which they may reapply. The one year contract will only be converted to a normal Faculty line if the Board of Trustees grants the tenure.

A Dean who does not have tenure may apply for tenure after having completed three years or more of service as Dean of Crummer. The Criteria (7.4) may be met during the span of the Dean's academic career at Crummer rather than being required to have been met while serving as Dean at Crummer or during other service at Crummer. A sitting Dean who applies for tenure must also have taught at least two courses at Crummer and received high teaching evaluations by students and peers. The evaluation for tenure will be conducted by the Committee and forwarded to the Provost.

The standards for tenure are:

1. Teaching excellence at the Crummer School. This is to be evidenced by consistently high teaching evaluations and by evaluation of each candidate for tenure by the Peer Review Committee.
2. A minimum of four points after entering the tenure track with the Crummer affiliation. (Refer to Table 7.1)
3. Consistently high evaluations for service.

## **7.7 Promotion to Professor**

### **7.7.1 Criteria**

- Teaching excellence, as described in section 7.4.1.

- Ten points, of which at least four points must be with the Crummer affiliation (see Table 7.1) as noted in Section 7.4.2.
- Consistently high evaluation for service as listed in Section 7.4.3.

### **7.7.2 Applying Criteria**

Judgment is an important role of the Peer Review Committee, including the interpretation of publications in Table 7.1. Faculty who are preparing for review for reappointment, promotion, or tenure (an Action) may submit to the Dean a written request for clarification as to whether certain activities or accomplishments will meet the Criteria. The Dean will promptly forward these requests to the Committee for clarification. The Committee will provide a written clarification to the Dean and Faculty member within thirty days of its receipt by the Committee. This written clarification will be effective during the academic year in which the clarification is written, and the subsequent academic year. These written clarifications are to be considered by the Dean and others reviewing an Action. The Committee is charged with the responsibility of interpreting the Criteria and making recommendations according to its interpretations.

### **7.8 Mentoring for New Faculty**

It shall be the policy of Crummer that new Faculty members are given the resources and help needed to be successful in attaining tenure and promotion. A mentor, assigned by the Dean, shall be a tenured professor whose role is to provide guidance to the candidate on his or her progress in research, teaching and service in preparation of promotion or tenure application.

In addition, the Peer Review Committee's members shall assist the mentor by independently evaluating the candidate's teaching through class visits. After the mentor and each member of the Committee visit the candidate's classes (to be completed by the end of his or her second semester), that group shall meet and prepare a written evaluation of the strengths and weaknesses of the observed teaching. The mentor shall then meet with the candidate and share this information. If the candidate or committee so wishes, this process may be repeated in the second year.

### **7.9 Applications for Tenure or Promotion**

The request for tenure or promotion review is usually done in the year preceding the award. In April of each year, the Dean solicits from Faculty, who are eligible for tenure review and/or promotion the following year, their declaration to be considered. Faculty seeking tenure or promotion review must inform the Dean in writing. The Dean then provides the Faculty member with a timetable and a description of the materials each candidate must assemble for the evaluation file. The candidate must submit these materials to the Dean no later than September 15 of the year in which he or she is being reviewed. The Dean also notifies the Committee and Provost of the candidate's intention to undergo review. The Committee is charged with the responsibility of interpreting the Criteria for tenure and making recommendations according to its interpretations.

At any point in the tenure or promotion review process, a candidate can request the Dean to remove his or her name from consideration.

### **7.10 Tenure/Promotion Timeline**

The timeline for tenure and promotion request will be the following (dates are approximate):

- The Last week in April – Deadline to notify Dean to become a candidate for tenure.
- May – Dean notifies the Provost of Faculty applying for tenure/promotion.
- First week in September -- Deadline for submission of all materials from Faculty applying for tenure/promotion.

- Last week in October -- PRC notifies tenured faculty.
- November -- Candidate challenges.
- First week in December – Materials sent to Provost.
- First week in January – Provost sends recommendations to the President.
- January – President reviews tenure recommendations.
- February – President presents to Board of Trustees
- March – Notification to applicant.
- May – Promotions presented to Board

### **7.11 Denial of Tenure or Promotion**

If the President, Provost, Dean or Committee does not recommend an applicant for tenure, and the Board of Trustees does not grant tenure, he or she will be given a one-year terminal appointment for the academic year following notification of denial of tenure. The faculty member's appointment ends at the conclusion of the terminal year.

If the Board of Trustees, President, Provost, Dean or Committee does not recommend or grant an application for promotion, the applicant can reapply in subsequent years.

### **7.12 Evaluation of Visiting Faculty**

Visiting faculty shall be evaluated annually by the Dean in the manner prescribed in Section 7.2. Evaluation shall include performance of the duties outlined in the appointment letter.

### **7.13 Evaluation of Adjunct Faculty and Executives-in-Residence**

The Dean shall ensure that all Adjunct Faculty and Executives-in-Residence are evaluated on a regular basis. Evaluation shall include performance of the duties outlined in the appointment letter.

### **7.14 Faculty Development**

As a means of achieving the goal of scholarly activity and encouraging Faculty development and improvement, Crummer promotes the following activities:

7.14.1 Attendance at Professional Associations. Crummer attempts to send Faculty members to at least one regional or national/international professional meeting per year. Additional trips may be funded totally or partially based upon budget and special needs to attend that might include presentation of a paper, chairing a session, officer of the association, teaching development or faculty recruitment.

7.14.2 Leave of Absence and Sabbatical. It is the policy of Crummer to encourage leaves of absence and sabbaticals that further the objectives of the school, college, and the individual.

### **7.15 Sabbaticals**

Members of the Faculty become eligible for consideration for a sabbatical leave upon:

- being tenured
- serving six years as members of the Faculty, excluding years as a Visiting Professor
- upon approval by the Peer Review Committee of a proposal for a course of action to be undertaken during the period of the sabbatical. This proposal is due to the committee by September 30 of the academic year prior to the academic year during which the leave is to start. The Committee will judge the acceptability of the proposal and its quality relative to other proposals submitted in past years. A proposal must demonstrate sufficient furtherance of sabbatical program objectives for the individual to receive a sabbatical. The applicant must demonstrate the ability to carry out the objectives of the proposal and the impact of the sabbatical, if granted, upon the operations of the School. Upon completion of a sabbatical, the returning faculty member shall make a presentation to the Crummer Faculty about his or her sabbatical accomplishments.

7.15.1 The decision to grant a sabbatical will be recommended by the Dean to the Provost on the basis of information supplied by the Committee, and other financial and scheduling information available to the Dean.

7.15.2 If eligible members cannot be granted a sabbatical when the six-year time period has expired, those who were unsuccessful may reapply with preference in subsequent years. Faculty members are encouraged to take their leaves as soon as possible after their six years of service have been completed. Faculty members are strongly encouraged to take their sabbatical for which proposals were accepted.

7.15.3 A schedule of eligible Faculty members and prospective eligible members shall be prepared and updated annually. The monies for accrued sabbaticals must be identified and set aside annually in accordance with the schedule of sabbaticals prepared per this policy.

7.15.4 Faculty whose request for sabbatical is delayed for the convenience of Crummer or the Dean will remain on their original schedule.

7.15.5 Credit for prior teaching in other colleges will not be granted toward accumulation of the six years necessary to become eligible for sabbatical.

7.15.6 Faculty may elect one of the following sabbatical leaves: a one-semester option or a full year option.

- The semester option is one semester (either fall or spring term) with full salary.
- The full year option is a full academic year sabbatical that includes a full-year research stipend of \$7,500 to Associate Professors and \$10,000 to Full Professors to assist faculty using full-year sabbaticals for research. In addition, faculty continues to be paid one-half of his or her base salary during the year of the sabbatical.

7.15.7 The schedule of eligible Faculty members attempts to minimize the impact on Crummer's ability to offer courses, while allowing the Faculty member a large block of time to complete an academic project. Those occasional cases that warrant longer leaves will be considered on an individual basis. Fringe benefits and Faculty status continue normally during a sabbatical, except that retirement contribution payments are computed as a percentage of salary paid.

## **7.16 Research Grants.**

Faculties are encouraged to apply for research funding from external sources such as the federal or state governments, and from internal sources such as the Rollins Research Grant Fund and the Crummer Research Fund. Proposals are subject to the guidelines and the procedures of the College and Crummer.

## **7.17 Course Load Reduction.**

Faculty members may request a reduction in teaching load of up to one course per academic year. The request must be accompanied by a proposal outlining the nature of the research project, book outline or course development. Approval of the reduction will depend upon the merit of the proposal and the ability to staff the necessary courses.

#### **7.18 Faculty Consulting Activities.**

Consulting activities by Faculty are encouraged as a means of increasing the Faculty member's connectivity to the current practices in business and relating this knowledge to the classroom. Consulting activities should conform to the Bylaws of the College and should be limited, on average, to one day per week.

## **ARTICLE VIII**

### **OFFICERS OF ADMINISTRATION**

#### **8.1 Responsibilities of the Dean**

The Dean shall have the following responsibilities:

- Overseeing and evaluating all the courses in the business administration program;
- Preparation and management of the budget and its affiliated activities, including grants and contracts;
- With concurrence of the Committee, and a simple majority of the faculty make initial appointment of Faculty;
- Receiving and acting upon recommendations of the Committee for renewal, termination, promotion, and tenure for all Faculty;
- Admission, advisement, and termination of all students to the programs;
- Preparation of an annual report;
- Acquisition of resources and facilities to support the programs;
- Maintenance of appropriate accreditation for programs;
- Annual review of Faculty;
- Appoint internal Faculty committees within Crummer that do not require Faculty approval, (e.g. Search Committees, Curriculum Committees, etc.);
- Hiring of support personnel, and
- Other duties appropriate to the office.

## **8.2. Other Officers**

With the concurrence of the Faculty the Dean may appoint other officers of administration.

## **ARTICLE IX**

### **ADMINISTRATION EVALUATION**

**9.1 Evaluation.** Responsibility for the performance of each administrative officer rests with that officer's superior. Responsibility for the performance of the Dean rests with the Provost. Faculty should have direct, written, and confidential input into the evaluation of each officer of administration. The appropriate superior should request this input at least one month before the regular evaluation of each officer. Administrative officers include the Dean, all assistant or associate Deans, and directors.

## **ARTICLE X**

### **STUDENT GOVERNANCE**

#### **10.1 Co-curricular Activities**

Crummer shall provide co-curricular activities for students. These activities shall include, but are not limited to, alumni relations programs, student governance, and student discipline.

#### **10.2 Student Responsibilities**

Students are expected to abide by rules common to all College students as established by the Board of Trustees. Students are also expected to abide by rules established by the Faculty, including the Honor Code.

## **ARTICLE XI**

### **METHOD OF AMENDING BYLAWS**

**11.1 Amending Bylaws.** These Bylaws may be amended at any time through vote of a simple majority of the Faculty at a regular or special meeting of the Faculty.