

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 October 2014, November 2017 and March 2018)

The mission of the Rollins College Crummer Graduate School of Business is to develop global business leaders and innovators through a high quality, integrated, experiential education that prepares them to 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 College faculty is organized into two bodies: the faculty of the College of Liberal Arts, and the faculty of the Roy E. Crummer Graduate School of Business. Each faculty member of Rollins College is appointed to one of these faculties. A guiding principle of governance for Rollins 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:

- 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

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.

3.2.1 Peer Review Committee

The Peer Review 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.

3.2.2 Curriculum Committee

The Crummer Curriculum Committee is a standing committee that is responsible for reviewing and making recommendations to the faculty on proposals for adding, expanding, deleting, or modifying MBA courses offered by the Crummer Graduate School of Business. The Committee is also responsible for monitoring assurance of learning at the MBA program level. The Chair of the committee is a tenured faculty member who served on the committee the previous year, and is appointed by the Dean; the Chair serves a two-year term. The Committee members include tenured or tenure-track faculty representing the major disciplines, who are voting members of the Committee; non-voting members of the Committee may include executives-in-residence and senior staff members. Faculty members normally serve a two-year term, which is renewable.

3.2.3 **EDBA Committee**

The Crummer Executive Doctorate in Business Administration (EDBA) Academic Committee consists of a rotating set of EDBA faculty members plus the EDBA Academic Director (also a faculty member), who chairs the committee. The rotating members normally serve a two-year term. The EDBA Academic Director is appointed by and reports to the Dean. All key aspects of EDBA program governance are within the purview of the committee including curriculum and general decision making regarding EDBA program issues. Curriculum changes within EDBA emanate from the EDBA Academic Committee and are taken to the full EDBA faculty for discussion and vote. EDBA faculty consists of faculty who are qualified in the AACSB category of Scholarly Academic.

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, Associate Dean or Faculty President.

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 and Executives-in-Residence, 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 and Entrepreneur-in-Residence** appointments will be recruited in a manner selected by the Dean. The Faculty shall approve these appointments. Initial Executive-in-Residence and Entrepreneur-in-Residence appointments shall not exceed four years; reappointment of Executives-in-Residence and Entrepreneurs-in-Residence 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. 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 without tenure does not meet the Criteria, as outlined in section 7.4, the Peer Review Committee (Section 7.3) 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 five categories: Scholarly Academic; Practice Academic; Scholarly Practitioner; Instructional Practitioner; or Other.

6.2.1 **Scholarly Academics (SA)** requires a combination of an appropriate doctoral degree augmented by subsequent activities that maintain or establish scholarship related to current teaching responsibilities. After degree completion, a faculty member maintains SA status through the appropriate intellectual contributions over a rolling 5-year period as defined in Article VII. Crummer grants SA status to faculty for five years after they have earned their doctoral degrees. The Dean shall attempt to maintain standards such that SA Faculty provide more than 40% of the teaching in any discipline and the school as a whole.

6.2.2 **Practice Academic (PA)** have both relevant academic preparation and relevant professional experience to be qualified as a teacher in their field. Academic preparation consists of a doctoral degree in a field related to the area of teaching assignment, currency in the teaching area, and professional experience that involves substantive links to practice, consulting, or other forms of engagement with business practice that can be *de novo* or based on the faculty members' earlier work as an SA faculty member. A faculty member maintains PA status through the appropriate intellectual contributions over a rolling five-year period as defined in Article VII.

6.2.3 **Scholarly Practitioners (SP)** engage in continued professional experience, interaction or scholarship related to their professional background. Normally, SP status applies to practitioners who have earned a master's degree and augment their practical business experience with activities that involve substantive scholarly activities in their teaching fields. Typically, when SP faculty members are hired, they will have current business experience that is of substantial responsibility and duration linked to

the courses they teach. A faculty member maintains SP status through the appropriate intellectual contributions over a rolling five-year period as defined in Article VII.

6.2.4 **Instructional Practitioner (IP)** bring significant and substantive professional experience related to the courses they teach. Normally, IP faculty will hold a master's degree in a field related to their teaching and will have demonstrated currency in their field. A faculty member maintains IP status through the appropriate intellectual contributions over a rolling five-year period as defined in Article VII.

6.2.5 **Other** represents those individuals holding a faculty title but whose qualifications do not meet the definitions outlined above.

6.2.6 The Dean shall attempt to maintain standards such that SA, PA and SP faculty constitute at least 60% of the participating and supporting faculty and such that IP faculty constitute no more than 10% of the faculty.

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

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. Each Faculty member is expected to be active in criteria areas: teaching, research/publication, and service. The guidelines for Criteria are outlined in section 7.4.

7.3 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 intellectual activities which will be based on a five-year rolling record, 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.

7.3.1 **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.

7.3.2 Intellectual Activities

7.3.2.1 Purpose and Definitions: The Crummer School faculty respect and acknowledge the need to stay current in the theory of business management as one of the purposes of an academic community of scholars. At the same time, the Crummer School is focused on the application of knowledge to improve the practice and teaching of business management. As such, the Crummer School's review process rewards a broad range of intellectual activities that include not only the publication of articles in scholarly journals but also the preparation and dissemination of intellectual contributions that have a demonstrable impact on business practice. The intellectual activities listed in Table 7.1 are broad and flexible but all activities are based on sound research principles, are validated by peers or practitioners, and are relevant to appropriate audiences, which may be researchers, practitioners or students.

Basic scholarship generates and communicates new knowledge and understanding and/or development of new methods. Basic scholarship normally impacts the theory, knowledge and/or practice of business and management.

Applied scholarship synthesizes new understandings or interpretations of knowledge or technology; develops new technologies, processes, tools, or uses; and/or refines, develops, or advances new methods based on existing knowledge. Applied scholarship normally impacts the theory, knowledge and/or practice of business and management.

Pedagogy (teaching and learning scholarship) develops and advances new understandings, insights, and teaching content and methods that impact learning behavior through the teaching of business and management.

7.3.2.2 Criteria

7.3.2.2.1 Scholarly Academic SA faculty are expected to focus on scholarship whether its basic, applied or pedagogical. SA faculty are required to accumulate 40 points over each rolling five-year period with at least two publications in peer-reviewed journals (16 points). No more than 10 points can be awarded for any one activity identified in Table 7.1 except publication of peer-reviewed journal articles.

7.3.2.2.2 Practice Academic PA faculty are expected to make intellectual contributions focused on business practice while maintaining their academic currency through scholarship. PA faculty are required to accumulate 40 points over each rolling five-year period with at least one peer-reviewed journal article (8 points). No more than 10 points can be awarded for any one activity identified in Table 7.1 except publication of peer-reviewed articles.

7.3.2.2.3 Scholarly Practitioner SP faculty are expected to make intellectual contributions focused on business practice while maintaining their professional currency by advancing applied scholarship and pedagogy. SP faculty are required to accumulate 40 points over each rolling five-year period. At least one intellectual activity must be classified as items 1 through 18 in Table 7.1 and no more than 10 points can be awarded for any one activity identified in Table 7.1 except publication of peer-reviewed articles.

7.3.2.2.4 Instructional Practitioner IP faculty are valued for their practical knowledge that allows them to translate their experience into valuable learning opportunities for a variety of audiences. IP faculty are required to accumulate 10 points over each rolling five-year period. No more than 10 points can be awarded for any one activity identified in Table 7.1 except publication of peer-reviewed articles.

7.3.2.2.5 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 qualify as SA or PA (as per Table 7.1) over the prior five years to be eligible for employment.

7.3.2.2.6 Intellectual Activities of Adjunct Faculty. Adjunct faculty (see Section 6.3), are expected to maintain qualifications under one of the categories in section 7.4.2.2.

Table 7.1

	Activity	Points
1.	Publication in peer-reviewed academic journal (including peer-reviewed case journals)	8
2.	Scholarly monograph	4
3.	Chapter in edited scholarly volume	4
4.	Editor of scholarly book	4
5.	Academic textbooks in teaching area – first edition	8
6.	Academic textbooks -- (Subsequent editions)	4
7.	Research presentation at national, international, or regional academic or practitioner meeting	2
8.	Published case with teaching notes	4
9.	Published case	2
10.	Publication of Trade Book	8
11.	Chapter or article in a Trade Book or Journal	4
12.	Book review in academic journal	2
13.	Member of editorial board of academic journal (4-pt maximum in 5 yrs)	1
14.	Ad hoc reviewing for academic journals (4-point maximum in 5 yrs)	1
15.	Textbook reviewing (2-pt maximum in 5 yrs)	1
16.	Academic or Practitioner Conference Program Committee	1
17.	Invited presentation to national, international, or regional meeting, or invited scholarly presentation at accredited academic institution	2
18.	Chair a research symposium at national, international or regional meeting	2
19.	Editor of academic journal	4
20.	Associate editor of academic journal	2
21.	Achieve Professional Licensure or Designation (e.g., CFA, CPA); one-time only	8
22.	Progress Towards Professional Licensure and Certification (e.g., passing a level of a multi-level requirement)	2
22.	Maintain Professional Licensure or certification during 5-year review period through Continuing Education (4-pt maximum in 5 yrs)	4

23.	Consulting Activities that are Material in terms of Time and Substance per year (8 points max in 5 years)	4
24.	Paid board member of a for-profit organization per year	4
25.	Board member of a not-for-profit organization per year	2
26.	Significant responsibilities/ownership in an outside business (adjunct faculty only)	8
27.	Significant practical experience (10+ years) in area related to teaching (adjunct faculty only) (8 point max in 5 years)	8
28.	Instructional role in professional workshop or professional seminar related to area of teaching (8 point max in 5 years)	2
29.	Attend professional workshop or seminar relevant to area of teaching (4-pt max in 5 yrs)	1
30.	Development and Presentation of Executive Education Programs or Workshops (8 points max in 5 years)	2
31.	Appointment as Visiting Scholar or Professor in another school or sets of schools (4 point max in 5 years)	2
32.	Completion of merit-based international programs such as Council for International Exchange of Scholars (Fulbright), International Research and Exchange Board (IREX), and Eisenhower Fellows or selection by these programs for their review committees	2

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

7.4.2.3 Other Contributions Other 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 sixteen points in the five-year rolling average may be earned in this category. Contributions not noted in Table 7.1 for which credit is sought are suitable for evaluation by the Peer Review Committee.

7.4.2.4 Applying Criteria Judgment is an important role of the Dean and the Peer Review Committee, including the classification of intellectual activities.

7.4.2.4.1 Annual Review Annually, the faculty submit a list of their intellectual activities (including bibliographic citations, internet links and copies), classified under Table 7.1, with documentation of the impact of their contribution (described in section 7.4.2.7), for review. Tenure Track Faculty who are not tenured as well as those at the rank of Associate Professor will meet with the Peer Review Committee as part of the annual review process. Tenure Track Faculty who are not tenured will have a follow-up meeting with the Dean as part of the annual review. A follow-up meeting with the Dean for Associate Professors can requested by either the Dean or the faculty member. All other faculty will have an annual review with the Dean.

7.4.2.4.2 Publication For the purposes of this section, publication is defined as the final published output (traditional print or electronic media); however, letters of unconditional acceptance from editors are considered sufficient.

7.4.2.4.3 Continuous Improvement The PRC is charged with interpreting these criteria and making recommendations to the faculty when they deem changes to the by-laws are necessary.

7.4.2.5 Measuring the Impact of Intellectual Contributions Crummer's focus on improving the practice and teaching of business management is incomplete without measures of the impact of a faculty member's intellectual contributions. Crummer faculty are responsible for documenting the impact of their intellectual contributions in the PRC's annual review. Faculty should consider, but are not limited to, documenting the impact of their intellectual contributions as described below:

- academic journal articles: citation counts, download counts for traditional and electronic publications, inclusion in the syllabi of other professors' courses or doctoral seminars,
- academic textbooks: number of editions, adoptions, sales volume
- case studies: number of adoptions
- scholarly or trade books or book chapters: reputation of publisher, sales volume, citation counts or downloads
- presenting professional licensure or designation tutorial and help sessions: validation by practitioners, pass rate, number of holders
- professional licensure or designation continuing education: depth and breadth, number of topics, time required
- executive education: class surveys
- more general intellectual contributions: documented peer or practitioner recognition of the value of the contribution, quotes from, citations to or recognition of the contribution in popular or industry press.

Documentation presented by faculty members should illustrate the depth and breadth of the impact of their intellectual contributions. Although documentation is submitted annually, impact often accumulates over time and faculty are encouraged to provide evidence of the impact, regardless of when that intellectual contribution was produced.

7.4.3 Service. Evaluation of professional service should include:

- Professional service - 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 are a 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 are 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. The evaluation for tenure will usually be made during the third year of a teaching appointment but can be deferred to the fourth year with the approval of the Peer Review Committee, Dean, and Provost. In either case if tenure is denied, the Faculty will be given a terminal contract for the following year.

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.(see section 7.4.1)
2. A minimum of thirty-two points after entering the tenure track with the Crummer affiliation. (Refer to Table 7.1)
3. Consistently high evaluations for service as defined in 7.4.3.

7.7 Promotion to Professor

The minimum qualifications for consideration of promotion to professor are 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. More specifically, the standards as detailed in section 7.5.2 and criteria as defined in section 7.7.1.

7.7.1 Criteria

- Teaching excellence, as described in section 7.4.1.
- Minimum of Eighty points since becoming an Associate Professor of which at least thirty-two points must be from peer reviewed journal articles with the Crummer affiliation (see Table 7.1).
- 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 activities 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. 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 Peer Review Committee and Provost of the candidate's intention to undergo review. The Peer Review 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:

- May 15 in the academic year preceding review – Deadline to notify Dean to become a candidate for tenure or request a one-year deferral.
- May 31 – Dean notifies the Provost of Faculty applying for tenure/promotion.
- September 15 - Deadline for submission of all materials from Faculty applying for tenure/promotion.
- October 15 – Peer Review Committee makes recommendation to the Dean. Dean begins review of application.
- November 15 - Dean notifies tenured faculty.
- First week in December – Dean's recommendation and the application are sent to Provost.
- First week in January – Provost sends recommendations to the President.
- January – President reviews tenure recommendations.
- February – President presents tenure recommendations to Board of Trustees
- March – Notification of tenure to applicant.
- May – President presents promotion recommendations to Board of Trustees.
- May - Notification of promotion to applicant.

7.11 Denial of Tenure or Promotion

If the President, Provost, Dean or the Peer Review 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 Peer Review 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, Executives-in-Residence and Entrepreneurs-in-Residence

The Dean shall ensure that all Adjunct Faculty, Executives-in-Residence, and Entrepreneurs-in-Residence are evaluated by the Peer Review Committee periodically. 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 alignment with the Crummer mission. The applicant must demonstrate the ability to carry out the objectives of the proposal. The returning faculty member shall provide a written summary to the Dean that presents his or her sabbatical accomplishments. Successful completion of the objectives of the sabbatical, as demonstrated in the written report to the Dean, will be taken into account when considering approval of future sabbatical requests.

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 Faculty members are encouraged to take their sabbatical leaves as soon as possible after their six years of service have been completed.

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.