


College of Business Administration Handbook


COLLEGE OF BUSINESS ADMINISTRATION

HANDBOOK

[CAC approved April 3, 2019]



Dean, College of Business Administration, April 4, 2019



Executive Vice President and Provost 2 May 2019

College of Business Administration Handbook

Preamble

This document is the approved handbook of the Kent State University College of Business Administration. It is designed to promote cooperation by making available to the faculty, staff, students, and administrators the basic structure and policies of the College of Business Administration. The information contained herein is intended to be consistent with the *University Policy Register* and the applicable *Collective Bargaining Agreements*. In the event of a conflict or inconsistency between this document and the *University Policy Register* and the *Collective Bargaining Agreements*, the *University Policy Register* and/or the *Collective Bargaining Agreement*, as applicable, takes precedence. These documents should be consulted for a more thorough understanding of the information and procedures found in this handbook, as well as for an understanding of University policies and procedures in general.

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CHAPTER I: MISSION AND OBJECTIVES

A. MISSION STATEMENT FOR THE COLLEGE

Kent State University College of Business Administration

Mission Statement

We provide global impact through innovative education, leading research, and meaningful engagement with the business community. We are guided by our core values of respect, ethics, collaboration, and a sense of purpose in all we do.

[approved by CAC 2/10/2017]

Vision Statement

To be a top 100 business college.

B. COLLEGE STRATEGY

As a public university chartered and supported by the State of Ohio, Kent State University has the opportunity and responsibility to offer a wide-range of programs. Like the vast majority of business colleges and schools associated with public institutions of higher education, the Kent State University College of Business Administration offers programs that meet a variety of interests and needs of students and employers in the region.

The College primarily serves students in Northeast Ohio and adjacent states, though a growing number of students come from more distant locations in the United States and at least fifty countries. Our largest programs serve undergraduate students, and we offer several competitive master's degrees. The doctoral program is intended to be small and selective with a national and international reach that enhances the College's reputation.

The Balanced Scorecard Approach to strategic planning guided the development of the strategic plan for the College of Business Administration (the full plan is located in Appendix A.) This plan guides the allocation of resources in our College, as well as branding initiatives for our College.

As reflected in the Strategic Plan, our College addresses the needs of three stakeholder groups: students; faculty and staff; and the business community and alumni. The plan further delineates

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strategies in the areas of Stakeholders, Internal Processes, Learning and Growth, and Financial. Within each of these strategies, goals and measures are specified for each stakeholder group.

C. COLLEGE OBJECTIVES

Objectives are listed below; corresponding goals and measures are located in Appendix A.

Stakeholder Objectives:

1. To strengthen the relevance of student learning experiences.
2. To increase faculty and staff engagement in the life of the college.
3. To develop mutually beneficial relationships with the business community and alumni.

Internal Processes Objectives:

1. To ensure innovative and relevant business curriculum with high quality teaching.
2. To increase the global visibility of the College.
3. To enhance global reputational capital through impactful research.
4. To improve the effectiveness of services.

Learning and Growth Objective:

1. To improve professional development of College faculty and staff.

Financial Objectives

1. To effectively manage the College's budget.
2. To increase the College's revenue and donor support.

D. RELATIVE EMPHASIS

As evidenced by the Mission Statement, the College of Business Administration is a complex organization with diverse objectives. The College's statement of its relative emphasis takes this complexity into account. The relative emphasis takes the following principles into account:

- Our relative emphasis should be tied more closely to our results (outputs) than to our "efforts" (inputs).
- A recognition that reward, in terms of merit, is also influenced by the collective bargaining agreement.

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- There should be differential emphasis for faculty members at different places in their careers.
- As reflected in our mission statement, we are neither exclusively a teaching institution nor exclusively a research institution, but a mixture of each.
- Our statement of relative emphasis must provide flexibility for different faculty members.

The College of Business Administration has historically provided a standard for how faculty members should divide their efforts among instruction (classroom teaching and advising), scholarship (research and publication), and service to the University and external constituencies. The stipulation has been that, on average, the faculty's efforts are to be devoted 40% to instruction, 40% to scholarship, and 20% to service.

Of course, this is an average allocation across all faculty. Therefore, individual faculty members will only approximately meet the 40%-40%-20% model.

In addition, the relative division of professorial efforts among teaching, research, and service will vary according to a faculty member's degree of involvement with academic program levels in the College of Business Administration. For instance, the service component of a professor with significant participation in the doctoral program would be fulfilled differently than for a professor whose focus is mostly at the undergraduate level.

Finally, the allocation differs between the tenured/tenure-track faculty and the non-tenure track faculty. NTT faculty members have no research expectations and minimal service expectations (except by special arrangement), and therefore normally will commit 100 percent to teaching. Workload equivalencies for service and other activities by NTT faculty members may be given in accordance with the FT NTT Collective Bargaining Agreement and department handbooks.

In sum, the 40%-40%-20% guideline is an average for the College of Business Administration. Thus, it takes into account career stages, tenure-track status, and individualized academic program emphases of faculty members.

CHAPTER II: STRUCTURE AND ORGANIZATION

A. INTRODUCTION

The College of Business Administration provides a wide array of programs leading to baccalaureate, master's, and doctoral degrees. The Dean of the College of Business Administration reports to the Provost and is responsible for the overall development, coordination, and supervision of the educational programs. The Dean also has overall responsibility for achieving and maintaining the necessary articulation between the College and other University units. In addition, the Dean has oversight responsibility for instructional, research, and service functions of the College; general administration; strategic initiatives; budgetary accountability; faculty and student recruitment, development, and retention; and representing the College within and outside the University. The Dean is the principal College officer providing representation to a variety of constituencies outside the University, including accrediting bodies, national and international professional activities, external advisory councils, College alumni relations, and development activities. The organization chart for the College is located in Appendix B.

B. ADMINISTRATIVE STRUCTURE

The administration of the College is the shared responsibility of the Dean, Associate Dean for Administration, Associate Dean for Graduate and Online Programs, Assistant Dean for Undergraduate Programs, Department Chairpersons, and the Senior RCM Manager.

1. Dean

Duties/essential functions may include, but not be limited to the following:

- a. provide strategic leadership for the College
- b. ensure the fiscal strength of the College
- c. develop, coordinate, and supervise the educational programs offered by the College
- d. achieve and maintain the necessary articulation between the College and other University units
- e. deliver quality student services through College Offices
- f. develop and engage the College's National Advisory Board
- g. build relations with College alumni and Institutional Advancement

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- h. represent the College within the University
- i. represent the College outside the University to a variety of constituent groups.

The Dean is selected and appointed by the Provost in accordance with University Policy.

2. Associate Dean for Administration

The Associate Dean for Administration has broad responsibilities for personnel, staffing and budgeting for the academic departments and the Career Services Office; and assists the Dean with external outreach involved with external relations, extramural funding, development, and accreditation. The Associate Dean for Administration may act to represent the Dean when s/he is unavailable and the Associate Dean undertakes other responsibilities as assigned. The Associate Dean for Administration will provide management oversight to the Director of the College of Business Administration Career Services Office. The Associate Dean for Administration is selected and appointed by the Dean.

Duties/essential functions may include, but not be limited to the following:

- a. Assist in planning, monitoring, and maintaining college budget; approve expenditures.
- b. Work collaboratively with the Dean on strategic planning initiatives, projects, and governance.
- c. Assist in administration of personnel issues.
- d. Assist in leadership and oversight of academic programs and curriculum; facilitate academic program changes, and support the work of the other Associate Dean.
- e. Serve on department, division, and University committees; represent college at appropriate University bodies, committees, councils, etc.
- f. Represent the Dean as required.
- g. Coordinate and oversee a number of special projects.
- h. Perform related duties as assigned.

3. Associate Dean, Graduate and Online Programs

The Associate Dean for Graduate and Online Programs has broad responsibilities for personnel, staffing and budgeting for the graduate and online programs; and assists the Dean in development and implementation of policies and continuous improvement initiatives related to these areas. The Associate Dean for Graduate and Online Programs may act to represent the Dean when s/he is unavailable and the Associate Dean undertakes other responsibilities as assigned. The Associate Dean for Graduate and Online Programs will provide management oversight to the following direct reports: Director of the Graduate Programs Office, EMBA Director, PhD Director, Assessment and Accreditation Analyst, and Senior Instructional Designer. The Associate Dean for Graduate and Online Programs is selected and appointed by the Dean.

Duties/essential functions may include, but not be limited to the following:

- a. Assist in planning, monitoring, and maintaining college budget; approve expenditures.
- b. Work collaboratively with the Dean on strategic planning initiatives, projects, and governance.
- c. Assist in administration of personnel issues.
- d. Assist in leadership and oversight of academic programs and curriculum; facilitate academic program changes, and support the work of the other Associate Dean.
- e. Serve on department, division, and University committees; represent college at appropriate University bodies, committees, councils, etc.
- f. Chair the college Graduate Council and MBA Subcommittee.
- g. Represent the Dean as required.
- h. Coordinate and oversee a number of special projects.
- i. Perform related duties as assigned.

4. Assistant Dean, Undergraduate Programs and Assessment

The Assistant Dean, Undergraduate Programs and Assessment, has broad responsibility for undergraduate student advising and oversees AACSB assurance of learning processes and documentation. The Assistant Dean for Undergraduate Programs and Assessment will provide management oversight to the Director, Undergraduate Programs Office. The Assistant Dean is selected and appointed by the Dean.

Duties/essential functions may include, but not be limited to the following:

- a. Lead, coordinate and document assessment of student learning across the BBA, MBA, EMBA, and Ph.D. programs in compliance with approved assessment plans for professional and regional accreditation.
- b. Chair faculty committees with responsibility for program assessment.
- c. Work with department chairs to create learning goals and outcomes as well as impactful and manageable action plans to achieve continuous improvement.
- d. Recommend curricular, policy and procedural changes to improve learning and prepare/provide guidance on all documents for consideration.
- e. Monitor assessment progress of the MS in Accounting, MA in Economics and MS in Business Analytics programs.
- f. Provide leadership in the development and implementation of undergraduate strategic enrollment management, and the undergraduate programs office budget and resource allocation.
- g. Oversee undergraduate recruitment, admission, orientation, retention and graduation programs/activities and advising services.
- h. Oversee undergraduate curricular and policy design, revision, and exceptions.
- i. Participate in College and University-wide strategic planning.
- j. Chair the Undergraduate College Curriculum Committee.
- k. Coordinate the College's scholarship program and administer the emergency scholarship fund.

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- l. Represent the College's undergraduate programs on key University and College committees such as the Associate & Assistant Deans Committee and as an alternate on the Educational Policies Council.
- m. Convene the Dean's Student Advisory Council.
- n. Represent the College's undergraduate programs at appropriate national and regional meetings.
- o. Perform related duties as assigned.

5. Department Chairpersons

The College is organized into five academic Departments that include all graduate and undergraduate academic programs. Every faculty member has a primary affiliation with one of the Departments: (a) Accounting, (b) Management and Information Systems, (c) Economics, (d) Finance, or (e) Marketing and Entrepreneurship. The Chairperson serves as the chief executive officer of the Department and coordinates administrative, instructional, scholarship, and service activities of the Department. The Chairperson represents the interests of the Department to the College and University and the interests of the University and the College to the Department to improve communication, coordination, cooperation, and the quality of the relationships within the collegial community. The Chairperson advises the Dean and Associate Dean for Administration on all personnel matters, including regional campus faculty. Persons filling the role of Department Chairperson are recruited, selected, and evaluated through procedures provided in the *Collective Bargaining Agreement*.

The Department Chairperson has both management and leadership responsibilities in support of the interests of the College and Department faculty. The Chairperson is responsible for being well informed on matters related to all programs contained in the unit, as well as important academic trends related to the unit and accreditation standards. The Chairperson is expected to provide leadership in maintaining the highest standards of quality within all programs and to promote efforts to seek both external recognition and funding to support the development and maintenance of excellent programs. The Department Chairperson is expected to work with the faculty to maintain conditions fostering excellence within the faculty through the appropriate allocation of workloads and department resources. In keeping with the provisions of the *Collective Bargaining Agreement*, the Chairperson will meet regularly with the Department's Faculty Advisory Committee (FAC) for advice on all matters affecting faculty in the Department. In addition, the Chairperson is expected to

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meet regularly with other staff as appropriate (e.g., program or area coordinators, secretarial or clerical staff) to insure appropriate communications and shared decision making.

Consistent with the *Collective Bargaining Agreement*, the Department Chairperson serves a term of four years, with summative review occurring in the third year to determine continuation. The Department Chairperson serves both the interests of the faculty and the Dean, and so, in the selection and review processes, the individual must be assessed against the expectations of both the faculty and the Dean.

The Chairperson is a member of the College Leadership Council and the University Chairs and Directors Council.

6. Directors

The title of Director is used to designate a College administrator with direct administrative, supervisory, and budgetary responsibilities for a particular administrative or service office or center. These responsibilities may be within a Department or across Departments. These positions may be full-time administrative positions or workload equivalents may be assigned to faculty members for specific administrative duties. The Dean must approve all position descriptions for Directors and the assignment of any workload equivalents to faculty members to perform administrative duties. The Senior Director of Advancement, the Director for Marketing Communications and Public Relations, and the Directors of the Center for Entrepreneurship and Business Innovation, Center for Information Systems, and Global Management Center report to the Dean or his/her designee. The Director of the Career Services Office reports to the Associate Dean for Administration. The Director of the Graduate Programs Office, the EMBA Director, and the Ph.D. Program Director report to the Associate Dean for Graduate and Online Programs. The Director for the Undergraduate Programs Office reports to the Assistant Dean for Undergraduate Programs and Assessment. The Director of the International Programs Office reports to the Director of the Global Management Center.

C. UNDERGRADUATE EDUCATION

The Assistant Dean for Undergraduate Programs and Assessment is responsible for administration of the undergraduate programs of the College of Business Administration. The duties of the Assistant Dean for Undergraduate Programs and Assessment are detailed above. The Undergraduate College Curriculum Committee is an advisory body concerned with undergraduate issues, policies, and procedures (further described in the section on College Committees). This College-level body is supported by Department Undergraduate Curriculum

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Committees. An undergraduate student serves on the College's Undergraduate Curriculum Committee as a non-voting member.

D. GRADUATE EDUCATION

The Associate Dean for Graduate and Online Programs is responsible for administration of master's and Ph.D. programs, as well as administration of online programs. There are two committees and advisory bodies (further described in the section on College committees) concerned with graduate issues, policies, and procedures:

1. Graduate Council
2. Ad hoc Graduate Faculty Status Committee

E. COLLEGE OF BUSINESS ADMINISTRATION COMMITTEES

In the spirit of collegiality, the faculty of the College of Business Administration, through a committee system, advise and make recommendations to the Dean on matters pertaining to development and implementation of policy, and relating to curriculum, personnel, and College governance. In accordance with the *Collective Bargaining Agreement*, these committees include the College Advisory Committee (CAC), the College Undergraduate Curriculum Committee (CCC), and the Graduate Council. In addition, the Dean is advised by the College's Leadership Council, made up of department chairs, assistant and associate deans, and the Senior RCM Manager, and the Strategic Management Committee defined below. The voting policy and quorum requirements for each committee shall be established and communicated to committee members.

1. The College Advisory Committee (CAC)

The College Advisory Committee (CAC) is established in the *Collective Bargaining Agreement* and is composed of the elected representatives of each department FAC and a Regional Campus member elected by the Regional Campus Faculty Advisory Council. The CAC shall act as an advisory and recommendatory committee to the Dean on all academic matters central to the college's academic mission; on other matters on which the Dean seeks its recommendation; and, on other matters of concern to the CAC. Such matters include, but are not limited to:

- College-level issues concerning reappointment, tenure, promotion, and dismissal,
- Allocation or re-allocation of faculty positions and academic staff positions within the college,
- The proposed addition, elimination, or restructuring of academic units within the college,

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- General guidelines regarding allocation of faculty salary increases from the Dean's salary increase pool and regarding other salary adjustments, when and if applicable,
- Collegial planning and budget priorities, including allocation of college discretionary resources,
- Selection of faculty members for, and structure of, college committees,
- Professional improvement and other leaves, if and as appropriate,
- Procedures for the establishment, review and appropriate revision of the college unit handbook, and
- College-level issues related to the advising and retention of students.

In addition, the CAC will review the academic qualifications of candidates for distinguished academic ranks. The review and recommendations of the CAC concerning candidates for distinguished academic ranks is limited to only the academic qualifications of the candidate(s) for distinguished academic rank and shall be made within fourteen (14) days of submission of the candidate(s) to the CAC. Appointments to distinguished academic ranks will normally be made during the academic year. In unusual circumstances requiring summer review of a candidate for distinguished academic rank, the CAC may conduct its review and provide its recommendations via email or other appropriate electronic communication.

The CAC recommends faculty members for the Dean's Distinguished Scholar award on an annual basis, according to the procedure outlined in Appendix (C). In addition, the CAC recommends the AACSB Faculty Participation and Faculty Qualification criteria outlined in Appendix (D).

The CAC may delegate its duties to the curriculum committee or other standing committees in the College of which Faculty shall constitute a majority, either by provision of the college's section of the Faculty Handbook or by recorded action of the CAC; establish ad hoc committees to study issues or develop plans; formulate recommendations; and conduct surveys or discussions to collect faculty opinions.

Recognizing that the CAC is acting in a representative capacity for the Faculty of the college, it is expected that the CAC will communicate with the college Faculty concerning matters on which it has been consulted through the timely distribution of minutes of its meetings and other appropriate means. Minutes shall consist of a summary of the issues discussed and decisions reached, if any.

The Dean shall be an *ex officio* non-voting member of the CAC and shall, with respect to the transacting of the business of the College, function in relation to the CAC in accordance with the general guidelines set forth in the *Collective Bargaining Agreement* with respect to a Department

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Chair and the department FAC. The Associate Dean for Administration attends CAC meetings, but does not vote.

The College encourages staggered or multi-year terms on the CAC to ensure a degree of continuity.

The CAC shall nominate individuals for the University's Promotion Advisory Board and Tenure Advisory Board.

The CAC will elect the College's representative to the Provost's Advisory Committee (PAC) to serve for a two-year term or for a term designated by the PAC.

The PAC representative may or may not be an elected representative of the CAC. If the elected PAC representative is not currently a member of the CAC, he/she shall by virtue of membership on the PAC become an at-large non-voting member of the CAC and regularly report back to the CAC on the actions of the PAC.

In addition, the Dean may call on the CAC for advice on any matter relating to the College of Business Administration. The purpose of this consultative role is to assist the College in maintaining a healthy and cooperative climate and to develop and maintain high standards in all areas of operation. Typically, this committee will be active in providing advice to the Dean on faculty, program, and Department requests for resources.

Faculty members elected to the CAC are expected to actively seek input from Department and Regional Campus faculty members, to be accessible, to be good listeners and observers, and to inform colleagues of issues being considered by the committee. CAC members are expected to maintain confidentiality on personnel matters. They are expected to convey information on appropriate issues to the faculty and to the Dean.

Additional information on the CAC may be found in the *Collective Bargaining Agreement*.

2. The Undergraduate College Curriculum Committee (UCCC)

The Undergraduate College Curriculum Committee serves as an advisory and recommendatory committee to the Dean on all matters of undergraduate curriculum and course offerings in which the departmental Curriculum Committees are involved. The Dean (or designate) shall act as an *ex officio* non-voting member of the Undergraduate College Curriculum Committee and shall, with respect to the transacting of the business of the Undergraduate College Curriculum Committee, function in accordance with the principles set forth in the *Collective Bargaining Agreement*.

The Undergraduate College Curriculum Committee shall consist of one faculty member elected from and by each departmental Curriculum Committee. By agreement of the College's CAC, for continuity members serve a two-year term, on a scheduled rotating basis. The Undergraduate College Curriculum Committee includes a non-voting tenured/tenure-track Regional Campus

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faculty member who represents all Regional Campus business-related areas and who is annually elected by Regional Campus tenured/tenure-track faculty. A non-voting student member is appointed by the Assistant Dean for Undergraduate Programs and Assessment.

The Assistant Dean for Undergraduate Programs and Assessment serves as non-voting chairperson. The UCCC elects a faculty representative to serve on the university's Educational Policies Council. The committee also elects a representative to serve on the University Requirements Curriculum Committee (URCC).

3. The Graduate Council

The Graduate Council consists of both voting and non-voting ex-officio members as follows:

- The Dean or designee (typically, the Associate Dean of Graduate and Online Programs), serving as Chairperson (non-voting ex-officio),
- The Chairperson (or designee), of each academic department (voting except on curricular matters),
- One Graduate Faculty member elected by each department (voting).

The Graduate Council advises the Dean on all matters related to graduate curriculum and Graduate Faculty. The Graduate Council operates with five permanent subcommittees:

- The Graduate Council Ph.D. Subcommittee;
- The Graduate Council M.B.A. Subcommittee;
- The Graduate Council M.A. in Economics Subcommittee;
- The Graduate Council M.S. in Accounting Subcommittee; and
- The Graduate Council M.S. in Business Analytics Subcommittee.

In addition, the Graduate Council also operates with the advice of the *ad hoc* Graduate Faculty Status Committee. The Graduate Council annually elects a representative to serve on the university's Educational Policies Council.

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- a) The Graduate Council Ph.D. Subcommittee. The Ph.D. Subcommittee shall consist of one Graduate Faculty member from each academic department selected from among the department's Graduate Faculty who hold full graduate faculty status according to the procedures set forth in the Department Handbook, one non-voting doctoral student elected by the Doctoral Student Association, and the Director of the Ph.D. in Business Administration program. The Ph.D. Director serves as non-voting chairperson of the committee. The Associate Dean for Graduate and Online Programs, or designee, serves as a consultant to the subcommittee. Curricular matters concerning the Ph.D. program may be referred to the Ph.D. Subcommittee, which will make recommendations on these to the Graduate Council.
- b) The Graduate Council MBA Subcommittee. The M.B.A. Subcommittee shall consist of one Graduate Faculty member from each academic department, selected from among the Graduate Faculty of the department according to the procedures set forth in the Department Handbook, and one non-voting MBA student appointed by the Associate Dean for Graduate and Online Programs. The Associate Dean for Graduate and Online Programs, or delegate, serves as chairperson of the subcommittee. Curriculum matters concerning the MBA program may be referred to the MBA Subcommittee, which will make recommendations on these to the Graduate Council.
- c) The Graduate Council MA in Economics Subcommittee. Members of the MA in Economics Subcommittee from the Economics Department shall be elected from among the members of the Economics Department with graduate faculty status in accordance with procedures determined by the Department of Economics. One non-voting MA student member is appointed by the program coordinator. A member of the Finance Department is elected from among the members of the Finance Department with graduate faculty status in accordance with procedures determined by the Department of Economics. The subcommittee elects a chairperson of the subcommittee from among its faculty members. The department chair serves as a non-voting ex officio member. Curriculum matters concerning the MA in Economics may be referred to the MA in Economics Subcommittee, which will make recommendations to the Graduate Council.
- d) The Graduate Council MS in Accounting Subcommittee. The MS in Accounting Subcommittee shall be elected from among the members of the Accounting Department with graduate faculty status in accordance with procedures determined by the Department of Accounting. One non-voting MS student member is appointed by the program coordinator. The subcommittee elects a chairperson of the subcommittee from among its faculty members. The department chair serves as a non-voting ex officio member. Curriculum matters concerning the MS in Accounting may be referred to the MS in Accounting Subcommittee, which will make recommendations to the Graduate Council.

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- e) The Graduate Council MS in Business Analytics Subcommittee. The MS in Business Analytics Subcommittee shall be elected from among the members of the Management & Information Systems Department with graduate faculty status in accordance with procedures determined by the Department of Management & Information Systems. One non-voting MSBA student member is appointed by the program coordinator. The subcommittee elects a chairperson of the subcommittee from among its faculty members. The department chair serves as a non-voting ex officio member. Curriculum matters concerning the MS in Business Analytics may be referred to the MS in Business Analytics Subcommittee, which will make recommendations on these to the Graduate Council.
- f) Graduate Faculty Status Committee (*ad hoc*). The Graduate Faculty Status Committee is comprised of one Graduate Faculty member from each academic department, appointed by the Dean in consultation with the department chairpersons and the CAC. The Dean appoints one of the committee persons to chair this committee. The chairperson retains her/his vote. The committee conducts the five-year Graduate Faculty review and recommends to the Graduate Council the Graduate Faculty status of individual faculty members. In addition, the Graduate Faculty Committee recommends to the Dean the criteria to be used to determine Graduate Faculty status in the subsequent five-year review.

4. Strategic Management Committee

This committee consists of the department chairpersons and a faculty representative from each department, an undergraduate and a graduate student representative, the Assistant Dean for Undergraduate Programs, the Associate Dean for Graduate and Online Programs, and the Associate Dean for Administration. The committee is chaired by the Dean or the Dean's designee. The committee is charged with:

- Creating and maintaining a set of college-wide goals and objectives with a horizon of approximately five years with annual review;
- Creating for each objective action items and using them to monitor and report on the college's progress on an annual basis; and
- Creating and maintaining a mission review process to periodically review the College's mission statement, consistent with AACSB standards.

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At least once every ten years the College mission statement will be reviewed by the Strategic Management Committee. The Committee will solicit input from the faculty, staff, students, alumni, National Advisory Board, and the Provost. After consultation with department Faculty Advisory Committees, a final version will be submitted to the College Advisory Committee for its consideration for inclusion in this Handbook.

5. Assessment Committee

The College Assessment Committee reviews goals and learning outcomes and oversees the assessment processes for the degree programs in the College (BBA, MBA, MA, MS, MSBA, PhD). In addition, the committee participates in assessment for the BBA program by grading assessment materials. The committee is made up of one representative from each academic department. The Assistant Dean for Undergraduate Programs and Assessment serves as a non-voting member and chair of the committee.

F. EXTERNAL ADVISORY COMMITTEES

The Dean and the administrative staff members of the College seek input from external advisory committees regarding the quality of its programs. Appropriate councils advise the administrators on the direction and quality of programs, on matters of recruiting and retention, and services rendered to the business community through the College. These councils supplement the input from a variety of other sources, including faculty advisory committees, corporate leaders, Career Service's recruiter surveys, alumni questionnaires, and the College's student satisfaction surveys. The College's external advisory committees currently include the following:

1. The National Advisory Board

The Dean's National Advisory Board is composed of business leaders who are well acquainted with both the needs of the community and the needs of commerce and share a common interest in promoting, supporting and continuously improving the programs of the College of Business Administration. The National Advisory Board's primary purposes include, but are not limited to:

- a. Advise, promote, and support the welfare and interests of the College of Business Administration in its efforts to better serve its students and the business community's educational and research needs;
- b. Advance the commitment to excellence in academic achievement and community service to the College; and
- c. Articulate the current and emerging educational and research interests of the business community to the College.

The National Advisory Board has its own chair and committee structure. It is convened at least once per academic semester.

2. Discipline Specific Advisory Councils

Disciplines in the College are encouraged to have external advisory boards which can provide useful input at the Department and program level.

G. MAJOR COLLEGE SERVICE UNITS

1. Computer Laboratory

The College Computer Laboratory, under the direction of the IS (Information Services) User Support Expert serves the students, faculty, and staff of the College. Its primary mission is to provide access to appropriate business software, computers, printers, and interconnectivity to external sources of information for research. The Computer Laboratory staff fulfill this mission for students by maintaining, staffing, and operating a computer lab in the College of Business Administration. For faculty and staff, the mission is fulfilled not only by providing access, but also consultation on computer and software issues.

2. Office of Advancement

The Office of Advancement serves an outreach mission for the College, engaging in “friend-making and fundraising.” This office serves as liaison to the National Advisory Board and discipline specific Advisory Boards, as well as to the university’s Division of Institutional Advancement. It has responsibility for planning, coordinating, and implementing a variety of externally oriented constituent events.

3. Career Services Office

The Career Services Office supports the career development of students in the College of Business Administration. The staff creates relationships with students, alumni and employers, provides career-focused curriculum, and provides individual coaching and development opportunities. The Office works with departmental internship coordinators to encourage participation in for-credit internship opportunities.

H. CENTERS FOR EDUCATIONAL SERVICE AND RESEARCH

1. Center for Entrepreneurship and Business Innovation.

Through its cutting-edge collaborative research, the Center for Entrepreneurship and Business Innovation (CEBI) at Kent State University advances current understanding of entrepreneurship to guide and engage students, community members, academic researchers and policy makers thus making a positive difference in the entrepreneurial eco-system in Northeast Ohio and the world beyond our network of campuses. The director of the CEBI is selected and appointed by the Dean.

2. Center for Information Systems

The Center for Information Systems (CIS) is dedicated to improving the development, application and management of information systems through quality instruction, internationally recognized research and service to area businesses and other profit and non-profit organizations. Student success and participation are rewarded through scholarships, facilitation of internships, venues for public speaking and interaction with corporate members. The ultimate goal of CIS is to produce confident, intelligent and well-prepared IS graduates who are highly sought by a broad range of hiring organizations. The Director of the CIS is selected and appointed by the Dean.

3. Global Management Center

The Global Management Center (GMC) provides support for the College's international initiatives and prepares students for success in global business. The GMC provides students with the opportunity to learn from international speakers and study abroad, and supports faculty research internationally. The GMC is committed to increasing awareness of the global business environment, providing innovative learning experiences and preparing students to compete in global business. The Director of the GMC is selected and appointed by the Dean.

The mission of the Global Management Center was built upon these goals:

- Engage with the world beyond our campuses.
- Increase awareness and understanding of the new challenges, opportunities, and concerns in global affairs.
- Provide innovative learning experiences for students.
- Prepare students to perform successfully in a globally competitive work environment.
- Provide a practical perspective to the integrated study of business, culture, and communication.
- Collaborate and coordinate with local, regional, and international partners in education and business to encourage multi-disciplinary scholarly research, teaching, and practice.

CHAPTER III: ADMINISTRATIVE POLICIES GOVERNING THE OPERATION OF THE COLLEGE

A. ALLOCATION AND REALLOCATION OF RESOURCES

Kent State University utilizes a Responsibility Center Management (RCM) approach to budgeting. The College of Business Administration, as a responsibility center, is able to control the revenues we generate and better understand both the academic and financial impacts of our strategic decisions. Responsibility centers pay a percentage of their RCM revenue (instructional fees, out-of-state surcharge, and state share of instruction) to the University to cover the costs of Academic support (library, institutional research, global education, honors college and graduate studies), Administrative support (human resources, business operations, information services,

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institutional advancement and the President's office), and Facilities support (utilities, custodial services, architect's office, grounds, and maintenance and repairs). The College is expected to at minimum break even each year. Positive balances are accrued to the College's fund balance which can be tapped, upon Provost approval, for strategic uses by the College. Financials for the College are delineated at the Department level for tracking and allocation purposes, but the University tracks break even at the level of the College.

College of Business Administration resources are allocated in accordance with the goals and priorities of the College, consistent with the College's Strategic Plan, as recommended by the Dean in consultation with the College Leadership team (RCM Manager, Associate Deans, Assistant Dean, and Department Chairs), CAC and other College committees as appropriate. In the review of progress and achievements each year, reallocation may be planned for subsequent years to develop the capabilities of selected areas or to address agreed upon goals in pursuit of continuous improvement. Resources may be shifted from areas of low productivity may low priority to address needs in areas more congruent with the mission and priorities of the College. Although faculty members are each tied to a particular department, staff employed by the College and resources provided to, or earned by the Unit are, first of all, resources of the entire College. As such, they may be reallocated to meet needs identified and regarded as high priorities by the Dean in consultation with appropriate College committees. The CAC serves as the principle faculty group deliberating on needs and resources of the College, advising the Dean regarding resource allocation.

B. CONDUCT OF COLLEGE MEETINGS

Meetings of the entire faculty and the staff, and of College committees shall be held at regularly scheduled intervals. These schedules will be listed on the College Calendar by the Dean's Office. Faculty and staff wishing to submit items to be considered for the agenda for College faculty and staff meetings should do so through the CAC.

C. COLLEGE INTRANET

The College Intranet hosts the College Calendar of events and a variety of documents used by faculty and staff throughout the College, such as the College handbook and CAC minutes. Each department has a password protected area where they can store department-relevant documents, such as a link to the approved department handbook and FAC minutes. The Intranet is maintained by the Dean's office, with the support of the IS User Support Expert.

D. PROCEDURES FOR CHANGING COLLEGE ADMINISTRATIVE POLICIES

Any department, committee, advisory board, or member of the College may propose changes in the policies of that committee or the College. Such proposals should be presented to the appropriate College committee affected (e.g., the CAC, Undergraduate Curriculum Committee, or Graduate Council).

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Proposals for substantial changes in College policy shall not be voted upon during the meeting in which they are presented. The committee members shall seek input from affected groups, consult with appropriate administrative officers, and review the *University Policy Register* and *Collective Bargaining Agreements* prior to voting on a College policy change.

The number of votes required for acceptance of a College policy change and who may vote shall be specified by the committee taking the action. Following the approval of a substantial policy change by a College committee, the committee shall solicit input from the College. Should a committee vote on a substantial policy change without acquiring appropriate input and consultation, the Dean or CAC may place the item before the entire faculty for discussion and action.

E. COLLEGE HANDBOOK REVIEW AND REVISION

The College Advisory Committee and the Dean's Office shall periodically review the College Handbook both to assure that it is current and updated to reflect changes in appropriate University Policies and new provisions of the *Collective Bargaining Agreement* and to assure it reflects current College administrative policies, procedures, and practices. Revisions to the College Handbook may be proposed by any member of the College's faculty, staff, or administration. Proposed revisions must be submitted in writing, with clear explanation and rationale for the proposal, to the Dean's Office. The Dean shall provide a copy of the proposed revision to the CAC for consultation. After such consultation, revisions to the handbook shall be provided to the Provost's Office for approval. Once approved by the Provost, the College Handbook revisions will be submitted to the Office of Faculty Affairs and included on the University Faculty Handbook website.

F. EVALUATION OF PERFORMANCE

As a professional school, the College of Business Administration faculty and staff share a commitment to continuous improvement of the quality of its programs. Therefore, all administrators, faculty, and staff will be evaluated by the Dean on criteria related to effective performance in carrying out the responsibilities of their administrative positions and/or workload equivalency that is assigned to faculty members for administrative duties. The evaluation process is to be both objective and subjective, allowing for the exercise of professional judgment in the interpretation of data.

The Dean has responsibility for:

1. reviewing the performance of the Associate and Assistant Deans; the Senior Director of Advancement, the Director of Marketing Communications and Public Relations, the IS User Support Expert, and the Directors of the Center for Entrepreneurship and

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Business Innovation, Center for Information Systems, and Global Management Center,

2. instituting the periodic review of Departmental Chairpersons in the Spring of the third year of their renewable four-year term in office, and instituting an administrative review of the Chairperson's performance at any time deemed necessary, and
3. periodic evaluation (as specified in the hiring letter) of the performance of holders of Endowed Faculty Chairs (currently, the Firestone Professor of Finance, the Bridgestone Professor of International Business, and the Olga Mural Professorship).

G. AFFIRMATIVE ACTION

As a matter of policy, the College of Business Administration is actively committed to an Affirmative Action Plan to increase and maintain the representation of women and underrepresented groups on the faculty, administrative staff, and clerical staff. The College of Business Administration is also actively committed to extending this affirmative action plan to the undergraduate and graduate student bodies. The College follows and supports the affirmative action policies defined in Sections 3342-6-02 and 3342-6-02.1 of the *University Policy Register*.

H. HOSTILITY, INTIMIDATION, AND HARASSMENT

It is the policy of Kent State University to maintain an educational and employment environment that is free from hostility, intimidation, or harassment based on such personal attributes as race, color, religion, gender, sexual orientation, national origin, ancestry, disability, genetic information, age, military status, or identity as a disabled veteran or veteran of the Vietnam era, recently separated veteran, or other protected veteran (as detailed in Sections 3342-5-16, 3342-5-16.1 and 3342-5-16.2 of the *University Policy Register*). The College of Business Administration supports this policy. All allegations of hostility, intimidation, or harassment based on personal attributes are to be reported immediately to the department chairperson, who is to report them to the designated Affirmative Action Facilitator for the College. They are to be taken seriously and nothing is to be done that would jeopardize the rights or reputation of any party. Such allegations will be forwarded to the Office of Compliance, Equal Opportunity and Affirmative Action for advice and assistance in the resolution of complaints of alleged hostility, intimidation, or harassment.

I. ROOM USAGE

The following apply to faculty and organizations using all classrooms, meeting rooms, and seminar rooms, in the College:

1. Classes and meetings are to be held in their scheduled locations. Scheduling of academic classrooms is initiated by Department Administrators/Secretaries; it is a process that requires a flexible and dynamic approach each term with consideration for pedagogical changes, class size, and equipment. Instructors/departments may not move their class,

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from an assigned room, or override another department's assignment without prior approval from the Academic Scheduling Center (ASC). Changes in location must be requested through the Academic Department Administrators/Secretaries.

2. Rooms are to be left in appropriate condition for the next occupant. White boards are to be erased, computer projectors turned off, computer cabinets that were unlocked should be locked up, furniture or equipment which has been moved to unusual locations should be relocated to the customary position.
3. Report room problems (e.g., furnishings broken, temperature problems) to the Dean's Office via phone, e-mail, or in writing. Report problems with technology to the Computer Labs Office or the IS User Support Expert.
4. Encourage those meeting in the room (students, staff, faculty) to clean up after themselves (not to leave newspapers, cups, food wrappers, etc. in the room when they leave).
5. Users who find the room is chronically in disarray when they arrive should inform the Dean's Office, which will take appropriate steps to determine who is not complying with these requirements and will attempt to correct the problem.

J. LOST AND FOUND

The College will take appropriate steps to find the owner of items found in the building. Such steps include examination of found items to determine the owner and appropriate action to contact the owner (e.g., using the University Directory or Student Information System to find address and/or phone number).

1. Items which are found should be turned in to either the Department Offices or the Dean's Office, who will take appropriate action to contact the owner, when possible. If the item is found when these offices are closed, the item should be turned into one of the offices when they are next open.
2. Items which are not claimed within a semester will be discarded or given to a nonprofit; electronics will be turned over to the campus police for proper disposal.

CHAPTER IV: FACULTY AND ADMINISTRATIVE POLICIES

A. FACULTY RECRUITMENT, SELECTION, AND APPOINTMENT POLICIES

Because the University operates with Responsibility Center Management, new faculty are hired on the basis of strategic needs within the College. The Dean, in consultation with appropriate College Advisory Committees and others, determines the allocation of faculty positions within the College. Departments, following procedures in their Handbooks, have primary responsibility for faculty recruitment.

1. Tenure-track Positions.

Recruitment responsibility for tenure-track faculty members rests with the Department search committees.

- a) The composition of and selection process for search committee membership shall be established by Department Handbooks.
- b) Search Committee Responsibilities. The Search Committee will meet with the Associate Dean for Administration to discuss strategic hiring needs and AACSB faculty qualifications. Following this, the search committee, in coordination with the Department Chairperson, will prepare a job description for the position, will initiate the recruitment process observing affirmative action procedures (see the University Policy Register, Chapter 6), including contacting the Office of Diversity, Equity and Inclusion to schedule search committee training. The committee will request suggestions regarding criteria for the position, as well as nominations, from the department faculty. Finally, the search committee will receive and screen applications.

A list of acceptable candidates will be developed by the committee and chairperson and submitted to the Associate Dean for Administration, with supporting documentation and rationale for the selected candidates. Documentation of active efforts to recruit appropriate under-represented individuals must be submitted. The chairperson, in consultation with the faculty search committee, and the Associate Dean for Administration, will request permission from the Dean to invite a reasonable number of candidates to campus for interviews. Students, faculty, and administrators will be provided the opportunity to meet with the candidates and to give feedback to the search committee.

After receiving all input from the interview process, the search committee or the Department Faculty and/or the Department's Faculty Advisory Committee, following the process in the Department Handbook, will confirm or deny the

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acceptability of the candidates, and prioritize those individuals found acceptable. If the search committee makes a separate recommendation, its recommendation will be forwarded to the Department Faculty or the FAC for review. The Department Faculty or the FAC makes recommendations to the Department Chairperson, who makes a recommendation to Dean (including a report of the recommendation from the committee) for final approval. The Dean has the authority to approve or disapprove any initial faculty appointment recommendation.

c) **Offering of Position.** The Chairperson may offer a position only after clearance by the Office of Compliance, Equal Opportunity and Affirmative Action and approval of the Dean. The Department Chair must receive approval from the Provost's Office through the Office of Academic Personnel on the contents of all offer letters.

2. Full-time, Non-tenure Track Faculty.

The recruitment of full-time non-tenure track faculty will follow a process similar to that used for full-time, tenure-track faculty. This process will be detailed in the Department Handbooks. Recommendations of candidates for full-time, non-tenure track positions will be reviewed by the Department Faculty or the FAC prior to the Department Chairperson's recommendation to the Dean.

3. Part-time, Temporary Positions.

Following procedures detailed in Departmental Handbooks, temporary, part-time faculty will be hired only if they meet AACSB faculty qualifications requirements. Department chairs must confer with the Associate Dean for Administration before hiring temporary, part-time faculty. Recruitment for and appointment of temporary, part-time faculty will be in accord with all applicable University policies.

B. REGIONAL CAMPUS FACULTY

Regional campus faculty are appointed by and tenured in the Regional Campus System. Those appointed in an academic discipline represented by the College of Business Administration are also members of their respective academic department within the College. The Assistant Dean at each regional campus must work with the Associate Dean for Administration and the discipline-relevant Department Chair to ensure that all faculty (both full time and part time) meet AACSB faculty qualifications requirements prior to finalizing course assignments. It is the responsibility of each department to ensure that Regional Campus faculty (if any) are represented on department committees. These provisions shall be included in department handbooks. Regional Campus Faculty also may serve on College committees. The Regional Campus Faculty Advisory Committee (RCFAC) shall elect one non-voting representative to the College Undergraduate Curriculum Committee and one voting representative to the College Advisory Committee.

C. REAPPOINTMENT

Individuals appointed to an academic rank without tenure are reviewed annually for reappointment each year of their probationary period. This review is initiated at the department level. In consultation with the ad hoc Department Reappointment Committee, the Department Chairperson makes a recommendation to the Dean. If the recommendation is positive, in consultation with the College Advisory Committee, the Dean makes a reappointment decision. This decision is communicated to the individual and to the Office of the Provost. Should the department recommendation be negative, the individual may appeal to the Dean. Should the College decision be negative, the individual may appeal to the Office of the Provost. During the first year of an individual's appointment to the University, the reappointment review shall take place during the Spring Semester. During subsequent years, the reappointment review shall take place during the Fall Semester.

The reappointment review is not a perfunctory process. Candidates for reappointment will be judged based on evidence of the likelihood that they will be granted tenure by the University. If, in the opinion of the Department or College, the candidate does not demonstrate that there is a likelihood that tenure will be granted, then the candidate will not be reappointed. Note that annual reappointment does not guarantee that the individual will ultimately be granted tenure. Rather, it indicates that the Department and College feel there is a likelihood that tenure will ultimately be granted. In the annual reappointment process, both the Department and the College are expected to evaluate an individual's progress towards tenure during the probationary period. The Department and College will provide the individual with a realistic, annual assessment of her/his progress towards tenure. This assessment will be provided through copies of written recommendations for reappointment and in periodic meetings of the Chairperson, the Dean, and the candidate for reappointment.

D. TENURE AND PROMOTION

Under University Policy, tenure and promotion are separate decisions, requiring separate procedures, documentation and consideration. It is the responsibility of the Dean to oversee the prescriptions of the *University Policy Register* and the *Collective Bargaining Agreement* with respect to tenure and promotion decisions. In that regard, the credentials of faculty being considered for tenure and/or promotion are evaluated on the basis of Scholarship, Teaching and Service to the University and the professional community. As noted in the University Policy Register [3342-6-14 and 3342-6-15], the criteria for assessing the quality of scholarship, teaching and service and the weighting of each criterion shall be clearly formulated in writing in each department's handbook.

It is the responsibility of the Dean to ensure that reasonably consistent criteria are used across the academic departments in the College of Business Administration. At the College level, faculty candidates for tenure and/or promotion are expected to demonstrate acceptable performance with

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respect to Scholarship, Teaching and Service, as defined by the Department Handbooks. The burden is on the candidate for tenure and/or promotion to provide evidence of performance in these areas. As the Ohio Board of Regents has noted, good teaching and inspired research go hand in hand, both for the faculty member engaged in undergraduate as well as graduate activity.

It is incumbent upon the faculty member to make a case for the quality of the scholarship, including evidence regarding the “level” of the journals in which work is published and the impact of the work on the field.

Candidates for promotion and for tenure are to include appropriate numerical summaries of their Student Evaluation of Instruction forms and provide a statement summarizing their teaching philosophy and scholarship. The academic departments will maintain complete copies of all student evaluations of teaching effectiveness.

Faculty are expected to contribute service to the department, College, University, and professional community when they are called on. While committee membership is an important aspect of service, committee membership is not in and of itself sufficient to demonstrate excellence in service.

At the beginning of each Fall Semester, the Provost’s Office through the Office of Faculty Affairs issues detailed guidelines to be followed in the tenure and promotion process. Faculty being considered for tenure and/or promotion are expected to be familiar with them and to follow their guidelines. In addition, faculty members should consult the *University Policy Register* and the *Collective Bargaining Agreement* for more complete information on the tenure and promotion policies of the University.

E. APPEALS OF TENURE AND PROMOTION RECOMMENDATIONS

The process for appeals of tenure and promotion recommendations is outlined in the *University Policy Register*, the *Collective Bargaining Agreement* and the annual guidelines issued by the Provost’s Office.

F. CRITERIA FOR GRADUATE FACULTY STATUS

Criteria for Graduate Faculty Status are to be created by the *ad hoc* Graduate Faculty Status Committee (consistent with guidelines in the *University Policy Register* 3342-6-15.1). The objective is to aid in the assessment and assignment of faculty to appropriate Graduate Faculty Status, consistent with the College’s criteria and the concerns of AACSB and other accrediting bodies. To this end, the committee is charged as follows: (1) To assure equity across Departments in their treatment of Graduate Faculty Status, and (2) To assure the proper application of criteria within Departments.

A description of the current graduate faculty designation criteria and procedures is attached as Appendix E to this Handbook.

G. ANNUAL REPORTS OF FACULTY ACHIEVEMENT

As specified in the *Collective Bargaining Agreement*, before the conclusion of each academic year, each continuing tenured Faculty member is to prepare and submit an annual workload summary report to the department chairperson. This report is to identify and update the faculty member's efforts, accomplishments, scholarly contributions, ongoing professional activities, service and interests during that academic year, which become part of the ongoing record. In the College of Business Administration such reporting is done by entry of activities in the Digital Measures database, unless otherwise specified in department handbooks.

H. WORKLOAD POLICY

Teaching loads for faculty in the College of Business Administration are based upon the University Policy regarding Teaching Load [3342-6-18], the appropriate Collective Bargaining Agreements and Department Handbooks. The teaching load for a regular, full-time faculty member shall be the equivalent of twenty-four (24) credit hours of teaching per academic year. The teaching load for a full-time non-tenure track faculty member shall be the equivalent of fifteen (15) credit hours of teaching per semester, or thirty (30) credit hours of teaching per academic year.

For each term of the regular academic year, each member of the Faculty shall receive a statement of her/his workload. This workload statement shall include the number of workload hours to be devoted to instructional assignments, research, special service activities significantly above the level expected of all Faculty in the unit, and assigned administrative responsibilities, as may be appropriate. Department Handbooks provide guidance on research workload allocation according to specified criteria (number and quality of publications and grants).

Department Chairpersons are expected to consult with the Associate Dean for Administration when creating Faculty workload statements. In general, the research workload equivalent for full-time faculty will not exceed twelve credit hours per academic year. Any workload equivalent assigned beyond twelve credit hours for research and scholarship may be granted only with the written approval of the Dean.

I. OFFICE HOURS

University Policy [3342-6-18.101] provides for minimum requirements regarding office hours required of faculty at Kent state university. The principal goal of office hours is to allow students access to faculty members. However, given the variations in time, location, and modality of courses (traditional, online or blended), it is possible that some flexibility within this rule may best serve student needs for access to faculty. See section 6-18.101 of the *University Policy Register* for specifics regarding the office hour policy. In the College of Business Administration, faculty office

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hours must be approved by the department chairperson and posted on the faculty member's office door at the beginning of each semester.

J. ADVISING

1. Undergraduate Advising

Formal responsibility for advising undergraduate students resides with the Undergraduate Programs Office, which maintains academic records on all undergraduate business students and those pursuing undergraduate business minors. Faculty are expected to assist the Undergraduate Programs Office, as needed, in providing advice to undergraduate students on careers and programs, on an informal basis.

2. Graduate Advising

Formal responsibility for advising M.B.A. students resides with the Graduate Programs Office, which maintains academic records on all graduate business students. The Economics Department, Accounting Department and Management & Information Systems Department have formal responsibility for advising M.A., M.S., and M.S.B.A. students, respectively. Department PhD Coordinators are expected to take the lead role in advising PhD students. Faculty are expected to assist, as needed, in providing advice to graduate students on careers and programs, on an informal basis. Faculty are expected to actively and effectively participate in Graduate Programs Office activities to improve the graduate academic experience.

3. International Student/Programs Advising

Formal responsibility for advising international students and domestic students engaging in study abroad resides with the College's International Programs Office, which maintains academic records on all international business students. Faculty are expected to actively and effectively participate in International Programs Office activities to improve the international student academic experience.

K. SERVICE ACTIVITIES

Full-time faculty members are expected to provide service to the Department, College, and University through participation on committees, appropriate participation in events sponsored by the University, College, and Department, providing leadership, and carrying out special projects or activities. Workload allocations and awards for meritorious service should occur when the amount and quality of service is significantly more than the normal expectations for full-time faculty members.

L. SUMMER AND INTERSESSION EMPLOYMENT

As noted in the *Collective Bargaining Agreement*, the intersession and summer period is not a part of the regular academic year, and the University does not offer the full range of courses. Teaching in the summer or intersession is not a right. Likewise, no member of the faculty is required to accept an offer of summer or intersession employment. Within this context, faculty will be consulted for their preferences for summer teaching assignments. However, summer employment is based on programmatic needs. Further, courses are designated as either contingent (pay depends on student enrollment) or non-contingent (full pay); non-contingent course designations require approval by the Dean.

M. TEACHING ABROAD

The College and University regularly offer courses that are taught abroad either wholly or in part, and such activity is encouraged in order to provide opportunities for meaningful international experiences for students. Teaching abroad is not a right, however. Similarly, no member of the faculty is required to accept an offer to teach abroad. All proposals to teach abroad must be approved by the Director of the Global Management Center, the Department Chairperson, the Dean, and the University Office of Global Education. Both programmatic and financial considerations are taken into account in deciding whether to approve a course abroad.

N. FACULTY MERIT AWARDS

Salary adjustments for full-time, tenure track and full-time non-tenure track faculty are negotiated by the University administration and AAUP-KSU as a part of the contracts between these parties. Detailed instructions for each merit allocation are provided by the Office of the Provost. Generally, input to merit awards is provided to the Dean from each Departmental FAC and Department Chairs, and is reviewed by the CAC. The Dean forwards her/his recommendation to the Provost.

O. EVALUATION OF FACULTY TEACHING PERFORMANCE

Teaching is a highly-valued activity within the College, as it is within the University. Teaching is viewed as multifaceted, including the development and delivery of formal coursework either in person or online; supervising internships, projects, and field experiences; directing individual investigations, theses, and dissertations; and informal mentoring activities. Individual teaching assignments may include some or all of these types of teaching activities, in varying proportions; together, all are viewed as essential to the fulfillment of the unit's mission.

Continuous improvement in teaching is assumed to be a developmental process and a shared value. Factors expected to contribute to this process include self-reflection and peer support, as well as additional teaching scholarship and experience. With the expansion of online course

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offerings, all faculty are expected to be able to teach online courses; support for online teaching can be obtained from the College's educational technology expert.

College policies for the evaluation of teaching are intended to foster growth as well as to provide summative data about teaching effectiveness. The College's philosophy reflects the belief that the evaluation of teaching should be systematic, comprehensive, and lead to continuous improvement.

Continual, informal evaluation of teaching is expected of each faculty member in the College, and the College recognizes its responsibility to support faculty growth in teaching. In addition, at certain times in a faculty member's career (e.g., reappointments, tenure, promotion), the evaluation of teaching must be more formal, with the purpose of documenting and communicating information about teaching effectiveness.

Evaluations of a faculty member's teaching is to be done through careful reflection about data gathered from multiple sources. In addition to the required information about the Student Survey of Instruction (SSI), such sources may include, but are not limited to:

- 1) a personal statement, in which the faculty member describes his or her instructional philosophy and teaching responsibilities within the context of the program, department, and college; outlines personal goals as an instructor; and evaluates success at achieving these goals;
- 2) summaries of faculty developed evaluations, unsolicited comments from students, information about students' professional achievements, and/or the faculty member's comments on those materials and evaluations; and
- 3) peer evaluations of teaching, based on class observations and/or analyses of materials, such as syllabi, descriptions of course requirements, class notes, Web pages, and examinations.

P. STUDENT SURVEYS OF INSTRUCTION

All instructors within the College of Business Administration must administer a student survey of instruction in each course they instruct. This policy applies to individuals holding either full-time or part-time instructional positions at all ranks. These evaluations are to be administered in a manner which is consistent with University and Department Policy. It is the responsibility of the department chairperson, or her/his delegate, to provide all faculty members with the appropriate instructions on the SSI process in a timely manner. The department will collect and analyze the SSIs and provide faculty members with this information as soon as practical after grades have been assigned for the course.

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Evaluation of instruction is performed for a variety of reasons. First and foremost of these is as an instrument/means for faculty to improve their instructional skills. The department chairperson is available to discuss the results of this evaluation with individual instructors and to work with instructors to improve their classroom performance. Faculty are expected to utilize this instructional evaluation as a tool for improving their instruction.

A second use of these instructional evaluations is as one source of evidence of teaching excellence. As such, it is required that copies of all teaching evaluations be a part of an applicant's file for reappointment, tenure, and/or promotion. It is the responsibility of the candidate to provide this information as a part of her/his application materials. To facilitate this, the Academic Departments will provide a copy of all SSI data to each faculty member. The Academic Departments will maintain a copy of all SSI data for a minimum of seven years¹ and will make this information available to the faculty member on request for inclusion in reappointment, tenure, and/or promotion materials. The department will a faculty member's SSI data to insure the completeness of the materials submitted by an applicant for reappointment, tenure, and/or promotion.

¹ For faculty who have not attained the rank of Full Professor longer time periods may be required, consistent with Promotion and Tenure guidelines.

CHAPTER V: ACADEMIC & ADMINISTRATIVE POLICIES AND PRACTICES

A. SELECTION OF A DEPARTMENTAL CHAIRPERSON

The selection of a Department Chairperson is governed by the applicable *Collective Bargaining Agreement*. [link]

https://www.kent.edu/sites/default/files/file/2015%20TT%20CBA%20Effective%208-19-2015_0.pdf

B. REVIEW OF A DEPARTMENTAL CHAIRPERSON

The review of a Department Chairperson is governed by the applicable *Collective Bargaining Agreement*.

[https://www.kent.edu/sites/default/files/file/2015%20TT%20CBA%20Effective%208-19-2015_0.pdf]

C. PROFESSIONAL ETHICS

The University Policy on the Faculty Code of Ethics is included in the University Policy Register. [<http://www.kent.edu/policyreg>]

D. ACADEMIC HONESTY

The following briefly summarize some of the more relevant University policies and practices. The common theme of these policies and practices is to protect the rights of all individuals and to insure a fair and impartial treatment. It is important that these policies and practices be followed in all matters, as failure to do so needlessly complicates the process and may invalidate outcomes.

Faculty members are expected to follow the University policy and procedures concerning cases of academic cheating and plagiarism as outlined in Section 3342-3-01.8 of the *University Policy Register*. Possible sanctions range from assigning a grade of zero to the assignment through disciplinary actions before the Student Conduct Board, which may result in the suspension or expulsion of a student. In all cases of suspected cheating or plagiarism, the rights of the student must be respected. The department chair is to be advised of all cases of suspected cheating or plagiarism before any action is taken. Under the University's policy, regarding the faculty code of professional ethics (3342-6-17), it is a faculty member's duty to encourage and protect honest performance by the students.

When faculty members suspect dishonest behavior, s/he shall act in an impartial manner, as expeditiously as possible, while respecting the rights of the student.

E. STUDENT ACADEMIC COMPLAINTS

The policies and procedures governing student academic complaints can be found in Section 3342-4-02.3 of the *University Policy Register*. Faculty and students must follow these procedures with respect to all student academic complaints. The first stage requires that a reasonable effort be made by the student and the faculty member to resolve a student academic complaint. If such a resolution is not possible, the student must be so informed in writing by the faculty member, and the student must be provided with a copy of the University policy regarding academic student complaints. The student has the option of appealing any informal resolution to the department chairperson of the department offering the course.

F. LEAVES OF ABSENCE

1. Professional Improvement (Sabbatical) Leaves

Tenured faculty members, who have completed at least seven years of continuous, full-time service to the University at the rank of Assistant Professor or higher may apply for a professional improvement leave in order to upgrade their professional skills, acquire new professional skills, or engage in intellectual and professional development of benefit to the individual and the University (*University Policy Register 3342-6-12 and 3342-6-12.101*). A professional improvement leave, if granted, may be for either one academic semester at full pay or for an academic year at a pay rate of 50% of the faculty member's contractual salary. In either case, a professional improvement leave includes continuation of benefits for the entire period of the leave. In the case of a full year Professional Improvement Leave, it is the responsibility of the faculty member to contact Academic Personnel to ensure continuation of benefits during the entire year of the leave.

The department chairperson makes a recommendation on the application to the Dean. In making this recommendation, the department chairperson must consider not only the merits of the application, but also the impact on the department of granting the professional development leave. The Dean, after considering the same factors and seeking the advice of the CAC, makes a recommendation to the Provost's Office. Upon completion of a professional development leave, the faculty member is obligated to return to the University for at least one year's time and to file a report on the activities conducted during the professional development leave with the Office of the Provost.

2. Leaves of Absence Without Pay

The University may grant a leave of absence without pay in order to enable faculty to conduct research or study at other institutions, to travel, or for medical reasons. Faculty may accept employment at other institutions while on an unpaid leave of absence provided that such appointments are on a visiting basis and have been approved by the department chairperson, the Dean, and the Provost's Office. Faculty desiring an unpaid leave of absence for the next academic

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year must file a written request with the department chairperson no later than March 1 of the current academic year. Requests for an unpaid leave of absence for a spring semester must be filed with the department chair by the beginning of the preceding fall semester. The University policy regarding an unpaid leave of absence is further explained in Section 3342-6-11.9 of the *University Policy register*.

4. Sick Leave

As an employee of the University, each faculty member earns paid sick leave while performing her/his duties. During periods when the faculty member is unable to perform her/his duties as a result of illness or injury (to him/herself or a member of her/his immediate family), this earned paid sick leave may be used. Sick leave forms must be filed with the department chairperson recording the use of sick leave. Records concerning earned sick leave and its use are maintained by the Personnel Department. Complete details on paid sick leave may be found in Section 3342-6-11.1 of the *University Policy Register*.

5. Additional Forms of Leave

University Policy Register addresses a number of forms of leave, in addition to the commonly used forms of leave detailed above. Included in this policy are: leave under the FMLA, conversion of sick leave, temporary disability, court leave, military leave of absence and research leaves. See University Policy Register [sections 6-11.1 through 6-12-101.

G. EMPLOYMENT OUTSIDE THE UNIVERSITY

Outside employment of faculty members is governed by University Policy 3342-6-24. This states, in part, that a faculty member may accept consultation appointments or other outside employment providing it is consistent with the individual's responsibilities to the University and in furtherance of the aims of the University; that the employment does not compromise the individual's responsibilities to the University; and that prior approval of the Chairperson, Dean, and Vice President for Faculty Affairs has been received.

External consulting activities can offer significant benefits to the University, College, and Department in addition to the individual faculty member. For example, consulting activities may contribute to the development of new theories of management or provide field settings for the testing of existing theory. Consulting contacts may be used to support doctoral student research activities and/or to fund masters level students. Consulting activities allow the faculty member to remain current in and conversant with the practices of her/his specific discipline. This in turn will lead to improved instruction and an enhanced educational environment. For these and other reasons, faculty are encouraged to engage in a reasonable number of consulting and other external activities.

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It is inappropriate for full-time faculty to engage in teaching or similar activities at neighboring institutions or other external organizations if such activities conflict with the faculty member's primary responsibilities to the University.

The usual upper limit for outside activity is one day per week or its equivalent.

H. REQUESTS FOR ADDITIONAL SUPPORT

The Dean's Office will entertain requests for additional support for special needs that arise during each academic year. It is appropriate for programs and individuals to make requests for additional support when allocated departmental resources prove insufficient. Requests for additional support from individuals must be approved by the Department Chairperson. The Dean, in consultation with appropriate committees, has final approval over such requests, taking into consideration available resources, the need for contingency funds, and other College priorities.

I. COMPLIANCE WITH UNIVERSITY POLICY AND PROCEDURES

Faculty are expected to become familiar with the *University Policy Register* and to follow its provisions. Many of the policies are referred to in this Handbook. The *University Policy Register* is available online: <http://www.kent.edu/policyreg>.

Faculty are also expected to become familiar with and implement the policies in:

- the Collective Bargaining Agreements for both Tenure-Track and Non-Tenure-Track faculty, available on the [Faculty Affairs website](https://www.kent.edu/facultyaffairs/important-documents-forms) <https://www.kent.edu/facultyaffairs/important-documents-forms>
- the University Faculty Handbook: <http://www.kent.edu/facultyhandbook>

CHAPTER VI: STAFF POLICIES

A. CIVIL SERVICE EMPLOYEES

The Vice President for Human Resources serves as the designated appointing authority for nonacademic classified employees (see University Policy 3342-6-04). Chapter 6 of the *University Policy Register* provides detailed information regarding personnel issues. Questions may be directed to Human Resource Services.

B. CONTRACT STAFF POSITIONS

All part-time and full-time contract staff personnel shall be employed by the University to serve at the pleasure of the appointing authority, and are subject to the policies, rules, and regulations of the University and the College.

Chapter 6 of the *University Policy Register* provides detailed information regarding contract staff personnel, as well as administrative policy and procedures regarding the classification plan for classified civil service staff who are not in a recognized bargaining unit.

Questions regarding contract staff positions may be directed to Human Resource Services.

C. JOB DESCRIPTIONS

Each contract and classified staff position in the College shall have a formal job description. Consistent with processes created by Human Resource Services., evaluation of performance shall be based upon expectations in job descriptions.

D. STAFF DEVELOPMENT

It is College policy to support the professional development of staff members. Staff members are encouraged to take classes, attend workshops and conferences, and to engage in other professional development activities which provide the opportunity for skill development and career advancement. All such activities, however, must be approved by the immediate supervisor to ensure that normal business activities and primary job responsibilities are not curtailed.

E. REQUESTS FOR LEAVES OF ABSENCE AND SPECIAL LEAVES

Staff members requesting leaves of absence must comply with the University administrative policy regarding leaves of absence without pay, which details eligibility requirements, types of leaves, length of leaves, and procedures to be followed. See *University Policy Register*, Chapter 6: Administrative policy regarding leaves of absence without pay for nonteaching unclassified and classified staff (3342-6-57) and Administrative policy regarding leave of absence for

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temporary disability and pregnancy for full-time classified and unclassified staff including faculty (3342-6-11.10). A request for leave of absence must be approved by the employee's supervisor, the Dean, and the appropriate appointing authority (Vice President or Human Resources).

F. ABSENCES (VACATION AND SICK LEAVE)

Vacation requests should be submitted well in advance of the anticipated vacation dates. All such requests will be approved based on the number of requests for the same time period to avoid impairing normal office and/or College operations. Staff should avoid planning or requesting vacation time during high volume or peak periods within their office, unless unusual extenuating circumstances exist. In requesting sick leave, staff should comply with policy and procedures regarding sick leave. See *University Policy 3342-6-11.1* Administrative policy and procedures regarding sick leave for salaried unclassified employees including faculty.

G. GRIEVANCES AND APPEALS PROCEDURES

A full explanation of the administrative policy and procedures regarding grievances of nonteaching, unclassified, and classified personnel can be found in University Policy 3342-6-01.1. From this policy, a "grievance" is defined as a claimed violation of a specified university regulation, policy, or procedure. Generally, it is expected that a grievance can be resolved at the point at which it arises. This means that the aggrieved employee and her/his immediate supervisor should attempt to settle the problem, with the right to appeal to a higher level exercised only after it is determined that mutual satisfaction cannot be reached. Consequently, every effort should be made to settle the grievance on the spot, on its merits, and with minimal delay.

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APPENDIX A

[College Strategic Plan](#)

APPENDIX B

[Organizational Chart](#)

APPENDIX C

Dean's Annual Distinguished Scholar Award

Nature of the Award and Proposal

The College of Business Dean's Distinguished Scholar Award is an annual summer research award, competitively selected, which carries a stipend of \$15,000 for the first place winner and \$5,000 each for those awarded second and third place. Faculty have the option to accept this amount in the form of salary or as a research fund to use within one year for purposes of travel, data collection/purchase, etc. The criteria for eligibility, the application process, deadlines for submission and the proposal review process are described below.

The proposal guidelines for this award borrow language from the University Research Council's (URC) Research Summer Appointment guidelines. In particular, similar to the URC Summer Appointment, the purpose of the Distinguished Scholar award is to *"...support faculty scholarship. Skill development and curricular innovation projects are not appropriate proposals for this program."*

Eligibility

Only College of Business Administration tenured or tenure-track faculty who can demonstrate an active, high-quality research portfolio in the last three years will be considered for this award. To be eligible, faculty must have published at least one article in an A+ journal or two articles in an A journal in the last three calendar years. For example, articles counted for the AY14-15 competition include those articles either accepted or published between January 2012 and January 2015. The journal's rating is determined by the college's Graduate Faculty Status journal list that was in effect at the time the paper was published, or the current list for forthcoming articles.

Only faculty employed on full time appointments at the time of submission are eligible. It is expected that summer research appointments will be carried out during the ten-week period between Summer I and Summer III (although it is not necessary to complete during this brief time period all work associated with the proposed research). First place recipients of summer awards may not hold any other employment, administrative, teaching, or grant appointments during that time and must be returning to the University for the following academic year, unless approved by the Dean. Faculty may not receive the Dean's Distinguished Scholar award in consecutive years.

Proposal Submission

The application form and associated requirements for submission follow on page 3 of this document. The call for proposals will be issued annually in January. Only eligible faculty can

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submit proposals. The format of the proposal largely follows the guidelines issued by the URC for the Summer Research Creativity Award; similarly, the application and evaluation forms use language consistent with that used by the URC. This competition uses a blind review process.

Proposal Evaluation

Proposals will be blind-reviewed by members of the College Advisory Committee (CAC), which ensures representation of all departments and one from a regional campus. Any member of the CAC who submits a proposal will be replaced by someone else from their department/regional campus. Replacements will be nominated by department FAC bodies. The CAC review panel will evaluate all proposals according to specified criteria as shown in the attached proposal evaluation rubric, and will submit their recommendation to the Dean, who will then identify three finalists. The finalists for the award will be announced early in March. Anonymous written comments from the evaluation process will be shared with proposal authors.

Finalist Presentations

Each finalist will give a 15 minute presentation to the college faculty. The presentations are to be held in March, before the announcements for the Summer Research Activity Awards from URC. The winner of the award will be determined as follows: 50% of an applicant's total score will come from the CAC review panel evaluations; 50% of an applicant's total score will come from the average of evaluations submitted by faculty who view the presentations of all finalists; total scores will be forwarded to the dean, who will make the final determination. The award winner will be announced shortly after the presentations.

Progress Report and Presentation of Results

Progress report: The winner of the award will submit a brief progress report to inform the Dean of the work completed and any preliminary results that have been obtained. The progress report is due in early January of the year that follows the award.

Presentation: The recipient of the previous year's award will present the results obtained from the research that was conducted using the award. The presentation will take place on the same day as the presentations of the three finalists for the current year's award.

AY19 Timeline

2019

January 16	Call for proposals
February 16	Deadline for submission
February 16 - March 2	Finalize review panel and evaluate proposals
March 2	Announce up to three finalists
March 13	Finalists presentations and winner is determined

2020

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January 15
Mid March

Progress report due
AY19 winner presents to the College

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**APPLICATION FORM
DEAN'S ANNUAL DISTINGUISHED SCHOLAR AWARD
COLLEGE OF BUSINESS ADMINISTRATION
KENT STATE UNIVERSITY**

Subject Area:

- | | | | |
|--------------------------|------------|--------------------------|------------------------------------|
| <input type="checkbox"/> | Accounting | | |
| <input type="checkbox"/> | Economics | <input type="checkbox"/> | Management and Information Systems |
| <input type="checkbox"/> | Finance | <input type="checkbox"/> | Marketing and Entrepreneurship |

I. General Information:

- A. Short title of project:
- B. Name of Applicant:
- C. Faculty Rank:
- D. Campus: (Circle One)
Kent Ashtabula Geauga Stark Trumbull Tuscarawas

II. Proposal:

This part of your application will be subject to a blind review process: do not include your name. Using essentially non-technical terminology, **describe in your proposal**:

- (1) What is the problem around which your project is focused?
- (2) What is the significance of this problem to your line of scholarship/research and to yourself? What is important, unique, timely about this?
- (3) What approach are you proposing to take to this problem? What is your research design, your choice of scholarly procedures, your artistic innovation?

Format: Limit this portion of your proposal to not more than 1000 words, double-spaced (not including a bibliography or list of references, which may also be included.) Use 12 point font size and 1 inch margins. Please note that the review committee may assign penalty points to a proposal that exceeds these limitations.

Substance: Please make very clear what you want to do, how you propose to do it, why it is important, and how it fits in with the state of the art in the discipline. Special attention should be given to explaining your methodology.

- (4) Include a condensed 2-page Curriculum Vita (additional pages will accrue penalty points). Be sure to include relevant and recent scholarly activity in your CV.

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Please email your application and condensed Curriculum Vita to the Associate Dean for Administration by 5:00 on the submission deadline.

APPENDIX D

ACADEMIC and PROFESSIONAL QUALIFICATIONS CRITERIA

Kent State University
College of Business Administration

Revised AACSB standards were approved in April of 2013: the Eligibility Procedures and Accreditation Standards for Business Accreditation, and the Eligibility Procedures and Accreditation Standards for Accounting Accreditation. In order to maintain its accreditation from AACSB, the College of Business Administration must meet these standards regarding the qualifications of the faculty that require their categorization as Scholarly Academics, Practice Academics, Scholarly Practitioners, or Instructional Practitioners; faculty who do not meet the qualifications for one of these categories receive the designation of Other.

The matrix below, taken from the 2013 Standards, clarifies that faculty qualifications are guided by two factors: initial academic preparation and professional experience, and sustained engagement activities.

		Sustained Engagement Activities	
		<i>Academic (Research/Scholarly)</i>	<i>Applied/Practice</i>
Initial Academic Preparation & Professional Experience	<i>Professional Experience, Substantial in Duration & Level of Responsibility</i>	Scholarly Practitioners (SP)	Instructional Practitioners (IP)
	<i>Doctoral Degree</i>	Scholarly Academics (SA)	Practice Academics (PA)

Definitions for each of these four categories can be found in Standard 15 (page 39) of the revised Standards for Business Accreditation, and in Standard A9 (page 33) of the revised Eligibility Procedures and Accreditation Standards for Accounting Accreditation. Criteria for the four

categories of qualification are elaborated below. This faculty qualifications document was generated by an ad hoc committee on faculty qualifications, which was then approved by a vote of the full faculty on August 19, 2014.

Scholarly Academic (SA) Qualifications

The following detail minimum standards that must be met at initial hire to earn the designation of “Scholarly Academic” to teach undergraduate or graduate courses, and minimum standards that must be met to maintain SA status:

- 1. At initial hire, the faculty member must have a doctoral degree or terminal degree in the field in which he/she teaches, or otherwise meet the criteria regarding terminal degrees as specified in the standards. Individuals with a graduate degree in law will be considered SA to teach business law and legal environment of business subject to meeting the SA intellectual requirements outlined below; individuals with a graduate degree in taxation or appropriate combinations of graduate degrees in law and accounting will be considered SA to teach taxation subject to meeting the SA intellectual requirements outlined below.*
- 2. Individuals who have recently received an appropriate doctoral/terminal degree will hold the Scholarly Academic designation for a period of five years. Individuals who have completed all requirements for the degree except the dissertation (A.B.D.) will hold the Scholarly Academic designation for a maximum of three years; their “percent of time devoted to mission” should reflect only the course(s) taught.*
- 3. For a faculty member to be considered qualified as a Scholarly Academic according to this section of the standards, he/she must have at least 4 to 6 intellectual contributions, depending on their level of instruction, in the previous five years. Qualifications differ for faculty teaching undergraduate, master’s and doctoral level courses. Only faculty holding the Scholarly Academic designation are qualified to teach doctoral courses.*

Scholarly Academic Qualifications for all Doctoral Faculty

Must have the following Intellectual Contributions within the last 5 years.

<i>Required Peer Reviewed Journal articles within the last five years, either:</i>
<p>1 A+ level peer reviewed journal article</p> <p>or</p> <p>1 A level and 2 additional (any level) peer reviewed journal articles (discipline based scholarship).</p>
<i>Must have at least 3 within the last five years:</i>
<ul style="list-style-type: none">• Relevant active editorships with academic journals or other business publications;• Service on editorial boards or editorial committees;• Conferral of leadership positions, research awards, or academic fellow status by academic societies or associations;• Editorially reviewed discipline based journal articles;• Research monographs;• Scholarly books;• Chapters in scholarly books;• External grants or technical reports related to funded research projects;• Proceedings from scholarly meetings;• Presentations at academic meetings;• Presentations at research seminars;• Additional peer reviewed journal articles, exceeding the required number in the PRJ category above.

Scholarly Academic Qualifications

Intellectual Contribution requirements within the last 5 years:

Undergraduate – must have a total of at least 4

Master’s – must have a total of at least 5

Undergraduate: Must have at least 2 within the last five years

Master’s: Must have at least 3 within the last five years

Peer reviewed journal articles (discipline based scholarship).

Undergraduate and Master’s: May count at most 2 within the last five years:

- Relevant active editorships with academic journals or other business publications;
- Service on editorial boards or editorial committees;
- Conferral of leadership positions, research awards, or academic fellow status by academic societies or associations;
- Editorially reviewed discipline based journal articles;
- Research monographs;
- Scholarly books;
- Chapters in scholarly books;
- External grants or technical reports related to funded research projects;
- Proceedings from scholarly meetings;
- Presentations at academic meetings;
- Presentations at research seminars.

Practice Academic (PA) Qualifications

The following detail minimum standards that must be met at initial hire to earn the status of “Practice Academic” to teach undergraduate or master’s level courses, and minimum standards that must be met to maintain PA status:

- 1. At initial hire, the faculty member must have a doctoral degree or terminal degree in the field in which he/she teaches, or otherwise meet the criteria regarding terminal degrees as specified in the standards. Individuals with a graduate degree in law will be considered PA to teach business law and legal environment of business subject to meeting the PA professional activities requirements outlined below; individuals with a graduate degree in taxation or appropriate combinations of graduate degrees in law and accounting will be considered PA to teach taxation subject to meeting the PA professional activities requirements outlined below.*
2. For a faculty member to be considered qualified as a Practice Academic according to this section of the standards, he/she must engage in professional activities that allow them to maintain currency in the fields in which they teach. In order to maintain their PA status a faculty member must have engaged substantially in at least four scholarly or professional activities listed below, in the previous five years.

Practice Academic (PA) Qualifications

Must have at least 4 professional activities within the last five years.

Must have activities from at least 2 categories below:

- Consulting activities that are material in terms of time and substance;
- Faculty internships;
- Development and presentation of executive education programs;
- Sustained professional work supporting qualified status;
- Significant participation in business professional associations;
- Relevant, active service on boards of directors;
- Documented continuing professional education experiences;
- Certification or licensure that requires continuing professional education experiences;
- Presentation at or participation in professional events that focus on the practice of business, management and related issues;
- Participation in other activities that place faculty in direct contact with business or other organizational leaders;
- Leadership roles in professional associations;
- Practice-oriented intellectual contributions such as peer-reviewed journal articles, editorially reviewed articles, papers published in proceedings, professional books or chapters in professional books;
- Teaching-oriented intellectual contributions, such as pedagogical-oriented journal articles, published textbooks, cases, instructional materials or instructional software that is widely used;
- Any of the activities listed above under Scholarly Academic Qualifications.

Scholarly Practitioner (SP) Qualifications

The following detail minimum standards that must be met at initial hire to earn the designation of “Scholarly Practitioner” to teach undergraduate or master’s level courses, and minimum standards that must be met to maintain SP status:

- 1. At initial hire, the faculty member must have a master’s degree in the field in which he/she teaches, or professional certifications in the field in which he/she teaches that augment their master’s degree in a related area; and professional experience that is current, substantial in terms of duration and level of responsibility, and clearly linked to the field in which the person is expected to teach.*
- 2. For a faculty member to be considered qualified as a Scholarly Practitioner according to this section of the standards, he/she must have at least 3 (for undergraduate teaching) or 4 (for master’s level teaching) intellectual contributions from a specified list, depending on their level of instruction, in the previous five years.*

Scholarly Practitioner Qualifications

Intellectual Contribution requirements within the last 5 years:

Undergraduate – must have a total of at least 3

Master’s – must have a total of at least 4

Undergraduate: Must have at least 1 within the last five years

Peer reviewed journal articles or peer reviewed discipline based books (contributions to practice, and /or learning and pedagogical research, and / or discipline based scholarship)

Master’s: Must have at least 2 within the last five years

Peer reviewed journal articles (contributions to practice, and/or learning and pedagogical research, and/or discipline based scholarship).

Undergraduate and Master’s: May count at most 2 within the last five years:

- Relevant, active editorships with academic or professional business publications;
- Service on editorial boards or committees;
- Substantive involvement in academic societies and associations, such as conferral of leadership positions/roles, research awards, academic fellow status, or invited presentations;
- Development and presentation of continuing professional education activities or executive education programs;
- Textbooks;
- *Published cases with instructional materials;*
- *Published instructional materials or instructional software that is widely used;*
- Presentations at professional or academic meetings, or research seminars;
- Editorially reviewed journal articles;
- Scholarly books or chapters in scholarly books;
- Published book reviews;
- External grants;
- *Technical reports related to funded research projects;*
- Proceedings from scholarly meetings;
- Any of the activities listed above under Scholarly Academic Qualifications.

Instructional Practitioner (IP) Qualifications

The following detail minimum standards that must be met at initial hire to earn the status of “Instructional Practitioner” to teach undergraduate or master’s level courses, and minimum standards that must be met to maintain IP status:

- 1. At initial hire, the faculty member must have a master’s degree in the field in which he/she teaches, or professional certifications in the field in which he/she teaches that augment their master’s degree in a related area; and professional experience that is current, substantial in terms of duration and level of responsibility, and clearly linked to the field in which the person is expected to teach.*
- 2. At initial hire, IP qualified faculty who are hired to teach Accounting must hold current professional certification (CPA, CMA, etc.)*
- 3. For a faculty member to be considered qualified as an Instructional Practitioner according to this section of the standards, he/she must engage in professional activities that allow them to maintain currency in the fields in which they teach. In order to maintain their IP status a faculty member must have engaged substantially in at least two of the activities listed below, in the previous five years.*

Instructional Practitioner (IP) Qualifications

Must have at least two within the last five years:

- Consulting activities that are material in terms of time and substance;
- Faculty internships;
- Development and presentation of executive education programs;
- Sustained professional work supporting IP status;
- Significant participation in business professional associations and societies;
- Relevant, active service on boards of directors;
- Leadership roles in professional associations;
- Documented continuing professional education experiences;
- Certification or licensure that requires continuing professional education experiences;
- Documented professional certifications in the area of teaching;
- Participation in or presentation at professional events that focus on the practice of business, management and related issues;
- Participation in other activities that place faculty in direct contact with business and other organizational leaders;
- Published articles, proceedings, books or book chapters;
- Teaching-oriented intellectual contributions, such as pedagogical-oriented journal articles, published textbooks, cases, instructional materials or instructional software that is widely used.

PARTICIPATING / SUPPORTING CRITERIA

A faculty member will be considered as Participating if they meet two or more of the following criteria:

1. Participates in governance activity;
2. Participates as a member on appropriate committees that engage in academic policymaking and/or decisions;
3. Represents the department or college on institutional committees;
4. Participates in a variety of non-class activities (e.g. guiding extracurricular activity, supervising internships, serving as a faculty advisor for student organizations, etc.)
5. Engages in designing or overseeing assessment activities;
6. Engages in new course or program development or course coordination activities;
7. Engages in external outreach, as a department or college representative as evidenced by activities such as: membership on external boards, membership on committees interacting with professionals, leadership in professional organizations, university development.

A faculty member will be considered as Supporting if they do not meet two or more of the above criteria.

APPENDIX E

GRADUATE FACULTY PROCEDURES AND CRITERIA COLLEGE OF BUSINESS ADMINISTRATION (FALL 2014 – FALL 2018)

Updated May 23, 2017

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Graduate Faculty Procedures and Criteria College of Business Administration February 2014

The Graduate Faculty Procedures and Criteria, approved by the Dean of the College of Business Administration, shall remain in force for the review period as specified in the document. Consistent with the University Policy (3342-6-42,C,3--Administrative Policy Regarding Graduate Faculty), all college deans and chairpersons will be "ex officio" full members of the graduate faculty. All credentials submitted for Graduate Faculty Review by a candidate shall be made publicly available. The curriculum vitae submitted by the candidate will also be available on the College of Business Administration website.

I. SCOPE

All criteria and procedures presented in this document have been developed **only** for the determination of Graduate Faculty Status.

II. DESIGNATIONS OF GRADUATE FACULTY AND RIGHTS OF DESIGNATIONS OF GRADUATE FACULTY

The designations of graduate faculty in the College of Business Administration ("COBA") are

- Full Graduate Faculty, Full Privileges ("Full-Full Designation")
- Full Graduate Faculty, Limited Privileges ("Full-Limited Designation")
- Associate Graduate Faculty, Limited Privileges ("Associate-Limited Designation")
- Associate Graduate Faculty, Teaching Privileges ("Associate-Teaching Designation")
- Temporary Graduate Faculty ("Temporary Designation")

Faculty members with any designation may term themselves as members of the Graduate Faculty of the College of Business Administration.

A. Faculty members with the **Full-Full designation** may:

1. Teach graduate courses,
2. Direct master's theses and, when approved by the department and the Associate Dean of the Students, direct doctoral dissertations,
3. Serve on master's thesis and doctoral dissertation committees,
4. Serve as voting members of the COBA graduate faculty,
5. Serve on the graduate council of the COBA,
6. Serve on sub-committees of the Graduate Council including the Ph.D. subcommittee, and
7. Serve on departmental and college graduate faculty committees.

B. Faculty members with the **Full-Limited designation** may:

1. Teach graduate courses,
2. Direct master's theses,
3. Serve on master's thesis and doctoral dissertation committees and, when judged appropriate by the department in which the faculty member holds academic rank, co-chair doctoral dissertation committees with a faculty member who holds the Full-Full designation,
4. Serve as voting members of the COBA graduate faculty,
5. Serve on the graduate council of the COBA,
6. Serve on sub-committees of the Graduate Council except the Ph.D. subcommittee, and
7. Serve on departmental graduate faculty committees.

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C. Faculty members with the **Associate-Limited designation** may:

1. Teach master's courses and, when specifically approved by the department in which the faculty member holds academic rank and filed in the appropriate graduate school office, doctoral courses,
2. Direct master's theses,
3. Serve on master's thesis and doctoral dissertation committees and, when judged appropriate by the department in which the faculty member holds academic rank, co-chair doctoral dissertation committees with a faculty member who holds the Full-Full designation, and
4. Serve on sub-committees of the Graduate Council except the Ph.D. subcommittee.

D. Faculty members with the **Associate-Teaching designation** may:

1. Teach master's courses, and
2. When appropriate as judged by the department in which the faculty member holds academic rank, direct master's theses and serve on master's thesis committees.

E. Faculty members with **Temporary designation**.

This designation shall be assigned to a faculty member whose participation in the graduate program is desired for a limited period or for a limited objective. Normally, this designation should be assigned to lead to the appropriate instruction of a graduate course for a semester or appropriate service on a graduate examination committee, a thesis committee, or a dissertation committee. The Temporary designation cannot extend beyond one academic year except in cases where the assignment is for service on a dissertation committee. Upon the completion of the temporary assignment, the designation of Temporary Graduate Faculty Member terminates. This designation shall normally not be awarded to full-time tenured or tenure-track faculty.

III. PROCESS FOR DETERMINING DESIGNATIONS

A. INITIAL DESIGNATION FOR NEW FACULTY MEMBERS

The following procedure will be used for initial designation of full-time faculty except for the Temporary designation.

1. Using the criteria established in Section VII, each Chairperson of the department in which an applicant holds academic rank shall in consultation with the department's graduate faculty committee (composed of all Full members of the graduate faculty in the department), make recommendations regarding the graduate faculty designation of each applicant. The Chairperson's recommendation shall record the recommendation and vote of the department's graduate faculty committee.
2. The Graduate Council will review the recommendation and make a recommendation to the Dean. The Dean will accept or reject these recommendations. A faculty member may appeal the Chair's recommendation to the Dean, who will consult the Graduate Council. A faculty member may also request the Dean to reconsider the Dean's decision. After such reconsideration, the faculty member may appeal the Dean's decision to the Provost. The decision of the Provost is final and may not be appealed.

B. REVIEWS FOR CONTINUING, FACULTY MEMBERS WITH ASSOCIATE AND FULL DESIGNATIONS

In the Spring of 2019 and every fifth year following thereafter, reviews of the graduate faculty designation in the College of Business shall be conducted using the following process.

1. The Dean shall form a College of Business Administration Ad Hoc Graduate Faculty Committee comprised of one representative with Full-Full designation from each department (or when less than three departments, at least three members with Full-Full designation). Nominations for membership on the Ad Hoc Graduate

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Faculty Committee will be made in accordance with policy specified in each department handbook. When there is a sufficient number of qualified faculty in a department the Dean may request that at least two faculty members be nominated and may choose which of the two will serve on the committee.

2. Using the criteria established in Section VII for evaluating the previous five year period ending at the beginning of the Spring Semester preceding the review, each chair of the department in which an applicant holds academic rank shall, in consultation with the department's graduate faculty committee (composed of all full members of the graduate faculty in the department), make recommendations regarding the graduate faculty designation of each applicant. The Chairperson's recommendation shall record the recommendation and vote of the department's graduate faculty committee.
3. The COBA Ad Hoc Graduate Faculty Committee will review these recommendations and make recommendations to the Dean. The Dean will accept or reject these recommendations. A faculty member may appeal the Chairperson's recommendation to the Dean, who will consult the Ad Hoc Graduate Faculty Committee. A faculty member may also request the Dean to reconsider the Dean's decision. The Dean will consult with Graduate Council and consider their advice in any such appeal. After such reconsideration, the faculty member may appeal the Dean's decision to the Provost. The decision of the Provost is final and may not be appealed.
4. The Ad Hoc Graduate Faculty Committee, at the conclusion of each review, will make recommendations to the Graduate Council concerning changes, if any, to Section VII, which contains the set of criteria to be used for determining graduate faculty designation for the subsequent five year period. The recommendation for changes, if any, in Section VII will be reviewed by Graduate Council and forwarded with recommendations to the Dean within one year of the completion of the graduate faculty review. If no changes are recommended, the Graduate Faculty Committee recommendation for no changes will be forwarded through the Graduate Council to the Dean within one year of the completion of the graduate faculty review. Having gained the approval of the Dean, after consultation with the Graduate Council, the criteria will be forwarded to the department chairs and distributed to the faculty.

C. PROCESS FOR TEMPORARY DESIGNATION

1. The Chairperson of the department in which a faculty member holds an appointment recommends a faculty member for the temporary designation. The recommendation will include the specific duties and the specific time period of the temporary designation. The Dean will accept or reject the recommendation.
2. There is no appeal of the Dean's decision.

D. DOCUMENTATION FOR GRADUATE FACULTY DESIGNATION CONSIDERATION

It is the responsibility of the faculty member to provide the documentation for graduate faculty designation. Each faculty member will provide a memorandum stating the requested graduate faculty status, a current vita, and copies of all articles to be considered in establishing the graduate faculty status. This requirement is applicable to graduate faculty designation as temporary (Section II.C.), and for all other designations at the time of the initial designation (Section II.A.), of continuing review (Section II.B.), or other times (Section IV). Failure to provide the materials may result in lack of consideration of graduate faculty designation, including removal of designation at the time of continuing review.

IV. ASSIGNMENT OF DUTIES TO MEMBERS OF THE GRADUATE FACULTY

The assignment of Graduate Faculty members to teach graduate courses, serve on master's and doctoral committees, direct master's theses, direct doctoral dissertations, and to otherwise conduct the affairs of the graduate program of a unit, remains the prerogative and responsibility of the Chair of the department in which the faculty member holds academic rank according to customary procedures and consultation.

V. REQUESTS FOR DESIGNATION CONSIDERATION OTHER THAN INITIAL DESIGNATION AND CONTINUING REVIEW

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Faculty members may have their graduate faculty designation changed at any time. A request for change in designation initiated by a faculty member will follow the same process as established under Section III.B., and will cover the five year period preceding the review.

VI. PROBATIONARY PERIODS

If the result of the periodic review of continuing faculty in Section III.B is to change the graduate faculty designation for any individual faculty member, the individual faculty member may, upon request by the faculty member or department chair, be granted by the Dean a probationary period in order to address his or her professional record.

At the end of the probationary period, not to exceed two years, the Dean will receive a recommendation from the Department Graduate Faculty Committee, the Department Chair, and the Graduate Council with respect to that individual faculty member's designation in accordance with the procedures described in Section III.B.

VII. CRITERIA FOR GRADUATE FACULTY DESIGNATIONS

Factors to be considered in the review of a faculty member's graduate faculty designation include degree held, the potential for or evidence of high quality teaching at the graduate level, and completed scholarly research. In all cases, the criteria should be both quantitative and qualitative. The intent is not simply to count the number of courses the professor has taught at the graduate level or to count the number of articles that have been published, but rather to judge the total profile and pattern of teaching and scholarship. In an effort to provide a sense of the expectations for each level the following criteria and examples are offered to guide both the applicant and reviewers:

A. ASSOCIATE-TEACHING DESIGNATION

1. Holds a terminal degree appropriate to the discipline or has significant, appropriate business experience related to the area of Instruction, and
2. Provides high quality teaching at the graduate level or has the potential for high quality teaching at the graduate level.

B. ASSOCIATE-LIMITED DESIGNATION

1. Holds a terminal degree appropriate to the discipline or has significant, appropriate business experience related to the area of instruction,
2. Provides high quality teaching at the graduate level or has the potential for high quality teaching at the graduate level, and
3. Exhibits a pattern of scholarly activity in any area of scholarship as defined by the University (discovery, integration, application or teaching). All submitted copies of published materials will be evaluated for quality by the Ad Hoc Graduate Faculty Committee (reviews for continuing faculty members under Section III.B.) or the Graduate Council (for all other reviews, Section III.A. or V). Examples include:

1. refereed scholarly publications, or
2. presentations of research papers at regional, national, or international conferences, or
3. recent completion of a doctoral dissertation and demonstrated competence in the research process.

C. FULL-LIMITED DESIGNATION

1. Holds a terminal degree appropriate to the discipline or has significant, appropriate business experience related to the area of instruction,
2. Provides high quality teaching at the graduate level or has the potential for high quality teaching at the graduate level, and

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3. Has established sufficient scholarly activity within the last five years so as to accumulate at least **six** points. Scholarly activities include publication in refereed journals, premier proceedings, and grant activity. The weight (points) assigned to different scholarly activity is given in Appendix A. Note that no more than one C-level publication can be counted toward meeting this criterion (Appendix B).
4. The current list of validated journals for graduate faculty determination, categorized by level of quality as A+, A, or B, is given in Appendix D. Category A+ consists of a small number of only the most elite journals in each discipline. Category A includes very high quality journals, and category B includes high quality journals. Category C includes any peer reviewed journals not included in the A+, A, or B categories. The weight assigned for each quality of journal publication is given in Appendix B. Each department will determine the list relevant for each discipline and there must be external validation of the journals included in each category.
5. Grant activity is a scholarly activity. Several factors determine the weight given to grant activity, and these are described in Appendix C.

D. FULL-FULL DESIGNATION

1. Holds a terminal degree appropriate to the discipline,
2. Provides high quality graduate instruction,
3. Has exhibited the ability to independently perform research, and
4. Has established sufficient scholarly activity within the last five years so as to accumulate at least **eight** points. Scholarly activities include publication in refereed journals, and grant activity. The weight (points) assigned to different scholarly activity is given in Appendix A. Note that only B level or higher level publications are counted toward meeting this criterion (Appendix B).
5. The current list of validated journals for graduate faculty determination, categorized by level of quality as A+, A, or B, is given in Appendix D. The weight assigned for each quality of journal publication is given in Appendix B. Each department will determine the list relevant for each discipline and there must be external validation of the journals included in each category.
6. Grant activity is a scholarly activity. Several factors determine the weight given to grant activity, and these are described in Appendix C .
7. Has a record of participation in graduate education through service on doctoral dissertation committees as a member, co-chair, or chair when either being considered initially for full member designation or during the five-year period of the graduate faculty review when such review is held.

E. WAIVER OF PUBLICATION REQUIREMENT FOR FULL DESIGNATIONS

With great caution, and in rare instances, the publication requirements in parts C.3. and D.4. of this section may be waived for senior faculty members who have a distinguished record of doctoral dissertation direction. The focus should be on the overall pattern of such direction and on the quality as well as the quantity of such contributions to the College of Business Administration.

VIII. PROCEDURES

It is important to validated scholarly activity, especially journal publications, to be given credit. The current list of externally validated journals can be found in Appendix D. But, no list can, and will ever be, exhaustive. As such, for research published in journals outside of this list to be given credit for GFS, we are requesting that faculty provide external validation of those journals. Using validation measures similar to those used for the current list should be sufficient to establish the quality of the journal.

For the 2013 review, the College of Business Administration Ad Hoc Graduate Faculty Committee considered three classes of validation measures: external cross-departmental journal rankings, citation based rankings and journal lists at peer institutions. For the 2013 review the committee used the Academic Journal Quality Guide of the Association of Business Schools and the Categorization of Journals in Economics and Management of the

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Comite National de Reserche Scientifique as external cross-departmental journal rankings. Article influence scores and impact factors were used for citation based rankings. Lists of journals used by the committee were obtained from the University of Connecticut, the University of Memphis, the University of Oklahoma, the University of Pittsburgh, Washington State University, Texas Tech University and Florida International University, which are all AACSB approved peer institutions.

IX. TIMING

The next graduate faculty determination will be done in Spring 2019. The next evaluation period is January 1, 2014 to December 31, 2018. As such, departments are encouraged to submit each year, at the last Fall meeting of the Graduate Council, external validation for journals in which faculty have published, but that do not appear in the current journal list. These newly-validated journals will then appear in a list as an addendum to the original list of externally validated journals. In Spring 2019 the journal list and the addendum will be merged and reexamined.

APPENDIX A: SCHOLARLY ACTIVITY WEIGHT

Journals	Weight (points)
A+	8
A	4
B	2
C and Premier Refereed Proceedings	1

APPENDIX B: GRADUATE FACULTY DETERMINATION POINT SYSTEM

Status	Points	Comments
Full-Full	8	Only A+, A, and B journal publications, and Grant Activity, count. Only 4 points may come from grant activity.
Full-Limited	6	All activities count; At most one C level publication may count. Only 3 points may come from grant activity.
Associate-Limited	- Requires terminal degree - Pattern of scholarly activity	All activities count
Associate-Teaching	- Requires terminal degree	All activities count
Temporary	- Recommendation of Chair	All activities count

APPENDIX C: GRANT ACTIVITY

Several factors determine the weight given to grant activity:

1. Only **externally funded** grants processed through the Office of Research and Sponsored Programs (RASP) will be considered
2. Each faculty member will be given credit for his or her share of the dollar amount of the grant received through RASP.
3. The following table shows the weight given to the monetary value of each funded grant.
4. If the grant is *federally* funded, the point total will be multiplied by 1.25, up to a maximum of 4 points.

Funded Grant	Weight
Greater than \$100,000	4
\$50,000 to < \$100,000	2
\$5,000 to < \$50,000	1
Less than \$5,000	0

APPENDIX D: VALIDATED JOURNAL LIST FOR GRADUATE FACULTY DETERMINATION

Summary Table

Department	Area	A+	A	B	Sub Total	Total
Accounting		6	8	36		50
Economics		5	133	112		250
Finance		5	21	38		65
M&IS						137
	HR	4	17	8	29	
	MIS	3	20	19	42	
	OM/OR	4	31	9	44	
	Strategy/Management	8	9	5	22	

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Marketing & Entrepreneurship						44
	Entrepreneurship	1	5	4	10	
	Marketing	4	11	19	34	
Total						546

Journal Name	Department	Rating
Accounting Review, The	Accounting	A+
Accounting, Organizations and Society	Accounting	A+
Contemporary Accounting Research	Accounting	A+
Journal of Accounting and Economics	Accounting	A+
Journal of Accounting Research	Accounting	A+
Review of Accounting Studies	Accounting	A+
Accounting Horizons	Accounting	A
Auditing: A Journal of Practice and Theory	Accounting	A
Behavioral Research in Accounting	Accounting	A
Journal of Accounting and Public Policy	Accounting	A
Journal of Accounting, Auditing and Finance	Accounting	A
Journal of Business Finance and Accounting	Accounting	A
Journal of Management Accounting Research	Accounting	A
Journal of the American Taxation Association	Accounting	A
Abacus: A Journal of Acct., Fin. & Business Studies	Accounting	B
Accounting and Business Research	Accounting	B
Accounting and Finance	Accounting	B
Accounting and the Public Interests	Accounting	B
Accounting Education: An International Journal	Accounting	B
Accounting Historians Journal	Accounting	B
Accounting, Auditing and Accountability	Accounting	B
Advances in Accounting Behavioral Research	Accounting	B
Advances in Accounting, incorp. Advances in International Acct	Accounting	B
Advances in Management Accounting	Accounting	B
Advances in Public Interest Accounting	Accounting	B
Advances in Quant. Analysis of Fin. & Acct.	Accounting	B
Advances in Taxation	Accounting	B
Asia Pacific Journal of Accounting & Economics	Accounting	B
British Accounting Review	Accounting	B
Corporate Governance: An International Review	Accounting	B
Critical Perspectives on Accounting	Accounting	B

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European Accounting Review	Accounting	B
Financial Accountability and Management	Accounting	B
International Journal of Accounting	Accounting	B
Int'l J. of Intelligent Systems in Acct., Fin. and Mgmt.	Accounting	B
Int'l Journal of Accounting Information Systems	Accounting	B
Issues in Accounting Education	Accounting	B
Journal of Accounting Education	Accounting	B
Journal of Accounting Literature	Accounting	B
Journal of Emerging Technologies in Accounting	Accounting	B
Journal of Information Systems	Accounting	B
Journal of International Accounting Research	Accounting	B
Journal of Int'l Accounting, Auditing, and Taxation	Accounting	B
Journal of Int'l Financial Management and Acct.	Accounting	B
Journal of Legal Tax Research	Accounting	B
Management Accounting Research	Accounting	B
Managerial Auditing Journal	Accounting	B
Oil, Gas, and Energy Quarterly	Accounting	B
Research in Accounting Regulation	Accounting	B
Review of Quantitative Finance and Accounting	Accounting	B
American Economic Review	Economics	A+
Econometrica	Economics	A+
Journal of Political Economy	Economics	A+
Quarterly Journal of Economics	Economics	A+
Review of Economic Studies	Economics	A+
AEA Applied Economics	Economics	A
AEA Economic Policy	Economics	A
AEA Macroeconomics	Economics	A
AEA Microeconomics	Economics	A
Agricultural Economics	Economics	A
American Journal of Agricultural Economics	Economics	A
Annual Review of Economics	Economics	A
Annual Review of Financial Economics	Economics	A
Applied Economics	Economics	A
BE Journal of Economic Analysis and Policy	Economics	A
BE Journal of Theoretical Economics	Economics	A
Brookings Papers	Economics	A
Cambridge Journal of Economics	Economics	A
Canadian Journal of Economics	Economics	A

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China Economic Review	Economics	A
Development and Change	Economics	A
Development Policy Review	Economics	A
Econometric Reviews	Economics	A
Econometric Theory	Economics	A
Econometrics Journal	Economics	A
Economic Development and Cultural Change	Economics	A
Economic Geography	Economics	A
Economic Inquiry	Economics	A
Economic Journal	Economics	A
Economic Modelling	Economics	A
Economic Policy: a European forum	Economics	A
Economic Theory	Economics	A
Economica	Economics	A
Economics and Philosophy	Economics	A
Economics Letters	Economics	A
Economics of Education Review	Economics	A
Economy and Society	Economics	A
Energy Economics	Economics	A
Environment and Development Economics	Economics	A
Environmental and Resource Economics	Economics	A
European Economic Review	Economics	A
European Journal of Industrial Relations	Economics	A
Experimental Economics	Economics	A
Explorations in Economic History	Economics	A
Games and Economic Behavior	Economics	A
Health Economics	Economics	A
History of Political Economy	Economics	A
IMF: Staff Papers	Economics	A
Industrial and Labor Relations Review	Economics	A
International Economic Review	Economics	A
International Journal of Game Theory	Economics	A
International Journal of Industrial Organization	Economics	A
International Journal of Management Reviews	Economics	A
International Organization	Economics	A
International Review of Law and Economics	Economics	A
Journal of Agricultural Economics	Economics	A
Journal of Applied Econometrics	Economics	A

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Journal of Business and Economic Statistics	Economics	A
Journal of Comparative Economics	Economics	A
Journal of Development Economics	Economics	A
Journal of Development Studies	Economics	A
Journal of Econometrics	Economics	A
Journal of Economic Behavior and Organization	Economics	A
Journal of Economic Dynamics and Control	Economics	A
Journal of Economic Geography	Economics	A
Journal of Economic Growth	Economics	A
Journal of Economic History	Economics	A
Journal of Economic Literature	Economics	A
Journal of Economic Perspectives	Economics	A
Journal of Economic Theory	Economics	A
Journal of Economics and Management Strategy	Economics	A
Journal of Environmental Economics and Management	Economics	A
Journal of Forecasting	Economics	A
Journal of Health Economics	Economics	A
Journal of Housing Economics	Economics	A
Journal of Human Capital	Economics	A
Journal of Human Resources	Economics	A
Journal of Industrial Economics	Economics	A
Journal of Institutional and Theoretical Economics	Economics	A
Journal of International Economics	Economics	A
Journal of Labor Economics	Economics	A
Journal of Law and Economics	Economics	A
Journal of Law, Economics and Organization	Economics	A
Journal of Macroeconomics	Economics	A
Journal of Mathematical Economics	Economics	A
Journal of Monetary Economics	Economics	A
Journal of Money, Credit, and Banking	Economics	A
Journal of Multivariate Analysis	Economics	A
Journal of Policy Analysis and Management	Economics	A
Journal of Post Keynesian Economics	Economics	A
Journal of Productivity Analysis	Economics	A
Journal of Public Economic Theory	Economics	A
Journal of Public Economics	Economics	A
Journal of Regional Science	Economics	A
Journal of Regulatory Economics	Economics	A

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Journal of the European Economic Association	Economics	A
Journal of the History of Economic Thought	Economics	A
Journal of the Japanese and International Economies	Economics	A
Journal of Time Series Analysis	Economics	A
Journal of Transport Geography	Economics	A
Journal of Urban Economics	Economics	A
Kyklos	Economics	A
Labour Economics	Economics	A
Land Economics	Economics	A
Macroeconomic Dynamics	Economics	A
Mathematical Social Sciences	Economics	A
Milbank Quarterly	Economics	A
National Tax Journal	Economics	A
New Political Economy	Economics	A
Oxford Bulletin of Economics and Statistics	Economics	A
Oxford Economic Papers	Economics	A
Oxford Review of Economic Policy	Economics	A
Public Choice	Economics	A
Rand Journal of Economics	Economics	A
Real Estate Economics	Economics	A
Regional Science and Urban Economics	Economics	A
Regional Studies	Economics	A
Resource and Energy Economics	Economics	A
Review of Economic Dynamics	Economics	A
Review of Economics and Statistics	Economics	A
Review of Income and Wealth	Economics	A
Review of Industrial Organization	Economics	A
Review of International Economics	Economics	A
Review of International Political Economy	Economics	A
Review of Law and Economics	Economics	A
Review of World Economics	Economics	A
Risk Analysis: An International Journal	Economics	A
Scandinavian Journal of Economics	Economics	A
Social Choice and Welfare	Economics	A
Social Science and Medicine	Economics	A
Southern Economic Journal	Economics	A
Studies in Nonlinear Dynamics and Econometrics	Economics	A
Theoretical Economics	Economics	A

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Urban Studies	Economics	A
Work, Employment and Society	Economics	A
World Bank Economic Review	Economics	A
World Development	Economics	A
World Economy	Economics	A
Agenda: a journal of policy analysis and reform	Economics	B
American Journal of Economics and Sociology	Economics	B
Annals of Economics and Finance	Economics	B
Applied Economics Letters	Economics	B
Applied Economics Quarterly	Economics	B
Asia Pacific Development Journal	Economics	B
Asia Pacific Journal of Economics and Business	Economics	B
Asia Pacific Journal of Management	Economics	B
Asian Development Review: Studies of Asian and Pacific Economic Issues	Economics	B
Asian Economic Journal	Economics	B
Asian-Pacific Economic Literature	Economics	B
Australian Economic Papers	Economics	B
BE Journal of Macroeconomics	Economics	B
BEJ Economic Analysis & Policy Advances	Economics	B
Canadian Journal of Development Studies	Economics	B
China Agricultural Economic Review	Economics	B
China and World Economy	Economics	B
Chinese Economy: translation and studies	Economics	B
Comparative Economic Studies	Economics	B
Contemporary Economic Policy	Economics	B
Contributions to Political Economy	Economics	B
Developing Economies	Economics	B
Eastern Economic Journal	Economics	B
Economic Analysis and Policy	Economics	B
Economic and Political Weekly: a journal of current economic and political affairs	Economics	B
Economic Issues	Economics	B
Economic Systems	Economics	B
Economics and Politics	Economics	B
Economics Bulletin	Economics	B
Economics of Governance	Economics	B
Education Economics	Economics	B
Emerging Markets Review	Economics	B
Empirical Economics	Economics	B

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European Journal of Comparative Economics	Economics	B
European Journal of Political Economy	Economics	B
European Journal of the History of Economic Thought	Economics	B
Fiscal Studies	Economics	B
Forum of International Development Studies	Economics	B
Global Business Economics Review	Economics	B
Global Economy Journal	Economics	B
History of Economic Ideas	Economics	B
History of Economics Review	Economics	B
International Development Planning Review	Economics	B
International Economic Journal	Economics	B
International Economics and Economic Policy	Economics	B
International Game Theory Review	Economics	B
International Journal of Arts Management	Economics	B
International Journal of Central Banking	Economics	B
International Journal of Economic Theory	Economics	B
International Journal of the Economics of Business	Economics	B
International Labour Review	Economics	B
International Review of Applied Economics	Economics	B
International Studies in Economics and Econometrics	Economics	B
International Trade Journal	Economics	B
Japan and the World Economy	Economics	B
Japanese Economic Review	Economics	B
Journal of Applied Economics	Economics	B
Journal of Applied Statistics	Economics	B
Journal of Asian Economics	Economics	B
Journal of Behavioral Economics (formerly the Journal of Socio-Economics)	Economics	B
Journal of Business Cycle Measurement and Analysis	Economics	B
Journal of Chinese Economics and Business Studies	Economics	B
Journal of Developing Areas	Economics	B
Journal of Development Effectiveness	Economics	B
Journal of Economic Development	Economics	B
Journal of Economic Education	Economics	B
Journal of Economic Inequality	Economics	B
Journal of Economic Integration	Economics	B
Journal of Economic Issues	Economics	B
Journal of Economic Policy Reform	Economics	B
Journal of Economic Research	Economics	B

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Journal of Economics	Economics	B
Journal of Financial Economic Policy	Economics	B
Journal of Globalization and Development	Economics	B
Journal of International Development	Economics	B
Journal of International Trade and Economic Development: an international and comparative review	Economics	B
Journal of Labor Research	Economics	B
Journal of Legal Economics	Economics	B
Journal of Public Finance	Economics	B
Journal of Quantitative Economics	Economics	B
Journal of Real Estate Finance and Economics	Economics	B
Journal of Sports Economics	Economics	B
Journal of the Asia Pacific Economy	Economics	B
Journal of the History of Economic Thought	Economics	B
Journal of Time Series Econometrics	Economics	B
Journal of World Trade	Economics	B
Law and Contemporary Problems	Economics	B
Managerial and Decision Economics: the international journal of research and progress in management economics	Economics	B
Manchester School of Economic and Social Studies	Economics	B
Natural Resources Journal	Economics	B
NBER Macroeconomics Annual	Economics	B
Open Economies Review	Economics	B
Oxonomics: Oxford university economic studies	Economics	B
Pacific Economic Bulletin	Economics	B
Public Finance Review	Economics	B
Quantitative Economics	Economics	B
Quarterly Journal of Business and Economics	Economics	B
Review of Austrian Economics	Economics	B
Review of Development Economics	Economics	B
Review of Economic Analysis	Economics	B
Review of Economics of the Household	Economics	B
Review of Network Economics	Economics	B
Scottish Journal of Political Economy	Economics	B
Singapore Economic Review	Economics	B
Socio-Economic Review	Economics	B
Spatial Economic Analysis	Economics	B
Structural Change and Economic Dynamics	Economics	B
Studies in Economics and Econometrics	Economics	B

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Studies in Nonlinear Dynamics and Econometrics	Economics	B
Western Journal of Agricultural Economics	Economics	B
World Economics: the journal of current economic analysis and policy	Economics	B
World Trade Review	Economics	B
Journal of Finance	Finance	A+
Journal of Financial and Quantitative Analysis	Finance	A+
Journal of Financial Economics	Finance	A+
Review of Financial Studies	Finance	A+
American Business Law Journal	Finance	A
European Financial Management	Finance	A
Financial Analysts Journal	Finance	A
Financial Management	Finance	A
Financial Review	Finance	A
Journal of Banking and Finance	Finance	A
Journal of Business Finance and Accounting	Finance	A
Journal of Corporate Finance	Finance	A
Journal of Derivatives	Finance	A
Journal of Empirical Finance	Finance	A
Journal of Financial Intermediation	Finance	A
Journal of Financial Markets	Finance	A
Journal of Financial Research	Finance	A
Journal of Financial Services Research	Finance	A
Journal of Futures Markets	Finance	A
Journal of Portfolio Management	Finance	A
Journal of Risk and Insurance	Finance	A
Mathematical Finance	Finance	A
Pacific Basin Finance Journal	Finance	A
Review of Finance	Finance	A
Algorithmic Finance	Finance	B
Applied Financial Economics	Finance	B
Applied Mathematical Finance	Finance	B
Business Lawyer	Finance	B
European Journal of Finance	Finance	B
Finance and Stochastics	Finance	B
Finance Research Letters	Finance	B
Financial Markets, Institutions and Instruments	Finance	B
Financial Services Review	Finance	B
Geneva Papers on Risk and Insurance - Issues and Practice	Finance	B

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Geneva Risk and Insurance Review	Finance	B
Global Finance Journal	Finance	B
International Journal of Finance and Economics	Finance	B
International Review of Economics and Finance	Finance	B
International Review of Financial Analysis	Finance	B
Journal of Applied Corporate Finance	Finance	B
Journal of Behavioral Finance	Finance	B
Journal of Computational Finance	Finance	B
Journal of Derivatives and Hedge Funds	Finance	B
Journal of Economics and Business	Finance	B
Journal of Economics and Finance	Finance	B
Journal of Financial Econometrics	Finance	B
Journal of Financial Education	Finance	B
Journal of Financial Stability	Finance	B
Journal of Fixed Income	Finance	B
Journal of Multinational Financial Management	Finance	B
Journal of Risk	Finance	B
Journal of Risk and Uncertainty	Finance	B
Multinational Finance Journal	Finance	B
Public Finance	Finance	B
Quantitative Finance	Finance	B
Quarterly Journal of Finance	Finance	B
Research in Finance	Finance	B
Review of Derivatives Research	Finance	B
Review of Financial Economics	Finance	B
Review of Futures Markets	Finance	B
Journal of Business Venturing	M&E Entrepreneurship	A+
Entrepreneurship Theory and Practice	M&E Entrepreneurship	A
Journal of Prod. Innovation Mgmt	M&E Entrepreneurship	A
Journal of Small Business Management	M&E Entrepreneurship	A
Small Business Economics	M&E Entrepreneurship	A
Strategic Entrepreneurship Journal	M&E Entrepreneurship	A
Entrepreneurship and Regional Development	M&E Entrepreneurship	B

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Family Business Review	M&E Entrepreneurship	B
International Small Business Journal	M&E Entrepreneurship	B
R&D Management	M&E Entrepreneurship	B
Journal of Consumer Research	M&E Marketing	A+
Journal of Marketing	M&E Marketing	A+
Journal of Marketing Research	M&E Marketing	A+
Marketing Science	M&E Marketing	A+
Int'l Journal of Research in Mktg	M&E Marketing	A
Journal of Advertising	M&E Marketing	A
Journal of Advertising Research	M&E Marketing	A
Journal of Business Research	M&E Marketing	A
Journal of Consumer Psychology	M&E Marketing	A
Journal of Public Policy&Mktg	M&E Marketing	A
Journal of Retailing	M&E Marketing	A
Journal of Service Research	M&E Marketing	A
Journal of the Academy of Marketing Science	M&E Marketing	A
Marketing Letters	M&E Marketing	A
Quantitative Mktg & Econ	M&E Marketing	A
Business Horizons	M&E Marketing	B
European Journal of Marketing	M&E Marketing	B
Industrial Marketing Mgmt	M&E Marketing	B
International Marketing Review	M&E Marketing	B
Journal of Business & Industial Marketing	M&E Marketing	B
Journal of Currnt Issues & Rsch in Adv.	M&E Marketing	B
Journal of Economic Psychology	M&E Marketing	B
Journal of Interactive Marketing	M&E Marketing	B
Journal of Int'l Marketing	M&E Marketing	B
Journal of Marketing Education	M&E Marketing	B
Journal of Marketing Theory & Practice	M&E Marketing	B
Journal of Personal Selling & Sales Management	M&E Marketing	B
Journal of Services Management	M&E Marketing	B
Journal of Services Marketing	M&E Marketing	B
Marketing Theory	M&E Marketing	B
Proc of ACR (entire paper)	M&E Marketing	B
Psychology and Marketing	M&E Marketing	B
Research in Consumer Behavior	M&E Marketing	B

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Service Industries Journal	M&E Marketing	B
Journal of Applied Psychology	MIS Human Resources	A+
Journal of Organizational Behavior	MIS Human Resources	A+
Organizational Behavior and Human Decision Processes	MIS Human Resources	A+
Personnel Psychology	MIS Human Resources	A+
Applied Psychology: An International Review	MIS Human Resources	A
Cyberpsychology, Behavior and Social Networking	MIS Human Resources	A
Gender Work & Organization	MIS Human Resources	A
HRM Journal (Blackwell)	MIS Human Resources	A
Human Resource Management (Wiley, US)	MIS Human Resources	A
Human Resource Management Review	MIS Human Resources	A
International Journal of Selection & Assessment	MIS Human Resources	A
Journal of Business and Psychology	MIS Human Resources	A
Journal of Business Ethics	MIS Human Resources	A
Journal of Managerial Psychology	MIS Human Resources	A
Journal of Personnel Psychology	MIS Human Resources	A
Management Communication Quarterly	MIS Human Resources	A
Psychology of Women Quarterly	MIS Human Resources	A
Research in Organizational Behavior	MIS Human Resources	A
Sex Roles	MIS Human Resources	A
The Leadership Quarterly	MIS Human Resources	A
International Journal of HRM	MIS Human Resources	A
Basic & Applied Social Psychology	MIS Human Resources	B
Employee Rights and Responsibilities Journal	MIS Human Resources	B
International Journal of Intercultural Relations	MIS Human Resources	B

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Journal of Applied Social Psychology	MIS Human Resources	B
Journal of Organizational Behavior Management	MIS Human Resources	B
Leadership	MIS Human Resources	B
New Technology Work & Employment	MIS Human Resources	B
Information Systems Research	MIS Information Systems	A+
Journal of Management Information Systems	MIS Information Systems	A+
MIS Quarterly	MIS Information Systems	A+
ACM Transactions on Computer Human Interaction	MIS Information Systems	A
ACM Transactions on Information Systems	MIS Information Systems	A
Communications of the ACM	MIS Information Systems	A
Decision Support Systems	MIS Information Systems	A
European Journal of Information Systems	MIS Information Systems	A
Expert Systems with Applications	MIS Information Systems	A
IEEE Transactions on Engineering Management	MIS Information Systems	A
Information and Management	MIS Information Systems	A
Information and Organization	MIS Information Systems	A
Information Systems Journal	MIS Information Systems	A
International Journal of Electronic Commerce	MIS Information Systems	A
International Journal of Human Computer Interaction	MIS Information Systems	A
International Journal of Human Computer Studies	MIS Information Systems	A
Journal of Information Technology	MIS Information Systems	A
Journal of Medical Internet Research	MIS Information Systems	A
Journal of Strategic Information Systems	MIS Information Systems	A
Journal of the AIS	MIS Information Systems	A

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Journal of the American Medical Informatics Assn	MIS Information Systems	A
Journal of the American Society for Info Sci & Tech	MIS Information Systems	A
MISQ Executive	MIS Information Systems	A
Behaviour & Information Technology	MIS Information Systems	B
Communications of the AIS	MIS Information Systems	B
Computer Supported Cooperative Work	MIS Information Systems	B
Data Base for Advances in Information Systems	MIS Information Systems	B
Electronic Markets	MIS Information Systems	B
Information Resources Management Journal	MIS Information Systems	B
Information Systems	MIS Information Systems	B
Information Systems Frontiers	MIS Information Systems	B
Information Technology & People	MIS Information Systems	B
Journal of Computer Information Systems	MIS Information Systems	B
Journal of Computer Mediated Communication	MIS Information Systems	B
Journal of Database Management	MIS Information Systems	B
Journal of Global Information Management	MIS Information Systems	B
Journal of Information Systems Education	MIS Information Systems	B
Journal of IT Cases & Applications	MIS Information Systems	B
Journal of Knowledge Management	MIS Information Systems	B
Journal of Organizational and End User Computing	MIS Information Systems	B
Journal of Organizational Computing and Electronic Commerce	MIS Information Systems	B
Knowledge Management Research and Practice	MIS Information Systems	B
Journal of Operations Management	MIS Operations	A+
Management Science	MIS Operations	A+
Manufacturing & Service Operations Management	MIS Operations	A+
Operations Research	MIS Operations	A+

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ACM Transactions on Modeling and Computer Simulation (TOMACS)*	MIS Operations	A
Applied Mathematical Modeling	MIS Operations	A
Computers and Industrial Engineering	MIS Operations	A
Computers and Operations Research	MIS Operations	A
Decision Sciences	MIS Operations	A
European Journal of Operational Research	MIS Operations	A
Expert Systems with Applications	MIS Operations	A
IEEE Transactions on Computers	MIS Operations	A
IEEE Transactions on Neural Networks	MIS Operations	A
IIE Transactions	MIS Operations	A
INFORMS Journal of Computing	MIS Operations	A
International Journal of Forecasting	MIS Operations	A
International Journal of Operations & Production Management	MIS Operations	A
International Journal of Physical Distribution and Logistics Management	MIS Operations	A
International Journal of Production Economics	MIS Operations	A
International Journal of Production Research	MIS Operations	A
Journal of Business Logistics	MIS Operations	A
Journal of Cleaner production	MIS Operations	A
Journal of Engineering and Technology Management	MIS Operations	A
Journal of Purchasing and supply Chain Management	MIS Operations	A
Journal of Quality Technology	MIS Operations	A
Journal of Supply Chain Management	MIS Operations	A
Journal of the Operational Research Society*	MIS Operations	A
Mathematical and Computer Modeling	MIS Operations	A
Naval Research Logistics	MIS Operations	A
OMEGA The international Journal of Management Science	MIS Operations	A
Production and Operations Management	MIS Operations	A
Supply Chain Management: An International Journal	MIS Operations	A
Technometrics	MIS Operations	A
Transportation Research Part E	MIS Operations	A
Transportation Science	MIS Operations	A
Annals of Operational Research	MIS Operations	B
FLEX SERV MANUF J (International Journal of Flexible Manufacturing)	MIS Operations	B
Interfaces	MIS Operations	B
International Journal of Logistics Management	MIS Operations	B
International Journal of Operational Research	MIS Operations	B
International Journal of Productivity and Performance Measurement	MIS Operations	B
Journal of Manufacturing Systems	MIS Operations	B

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Operations Research Letters	MIS Operations	B
Production Planning and Control	MIS Operations	B
Academy of Management Journal	MIS Strategy	A+
Academy of Management Review	MIS Strategy	A+
Administrative Science Quarterly	MIS Strategy	A+
Journal of International Business Studies	MIS Strategy	A+
Journal of Management	MIS Strategy	A+
Journal of Management Studies	MIS Strategy	A+
Organization Science	MIS Strategy	A+
Strategic Management Journal	MIS Strategy	A+
British Journal of Management	MIS Strategy	A
California Management Review	MIS Strategy	A
Harvard Business Review	MIS Strategy	A
Journal of Management Inquiry	MIS Strategy	A
Long Range Planning	MIS Strategy	A
Research Policy	MIS Strategy	A
Strategic Organization	MIS Strategy	A
Business History	MIS Strategy	B
FUTURES	MIS Strategy	B
International Journal of Technology Management	MIS Strategy	B
Sloan Management Review	MIS Strategy	B
Systems Research/Behavioral Science	MIS Strategy	B