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*Approved by the Office of the Provost, 9/2/14. Notify the faculty that it is effective for the 2014-15 cycle

Specific Sections reviewed and approved by the Office of the Provost are:

1. pp. 17-19 and any other references to definitions and qualitative expectations regarding teaching, research and service;
2. p. 25, make-up of College P&T Committee;
3. pp. 38-47, Policies and Procedures for Annual Evaluation, promotion to the various ranks, and tenure
College operating guidelines are written to comply with University and State policies and procedures. Any related division or department policies cannot be less rigorous than these guidelines. Sections requiring faculty approval are annotated.

**FACULTY**

The College of Business and Economics faculty consists of all those in the College holding academic rank as professor, associate professor, assistant professor, or instructor, including all faculty types (e.g. tenure track, teaching faculty, research, emeriti, executives in residence and visiting). Other faculty types of titles may be included in the future subject to university and college guidelines.

**VOTING FACULTY OF THE COLLEGE**

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<th>Faculty</th>
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<th>Provost Office</th>
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The Voting Faculty of the College shall consist of all benefits eligible faculty members (1.00 FTE). This normally includes full-time faculty members on leave of absence. This excludes visiting faculty members of all ranks, and Professors Emeriti. In addition, the Voting Graduate Faculty consists of voting faculty (defined herein) who are designated as graduate faculty by the College.

To become a voting faculty member, candidates must receive the prior recommendation of a majority of the Voting Faculty in their departments or the relevant search committee (whichever system is selected as standard by the voting faculty of the department). Such voting shall be by secret ballot.

**GRADUATE FACULTY - GRADUATE FACULTY OF THE UNIVERSITY**

Graduate Faculty Members of the graduate faculty play a central role in graduate education. They are responsible for program content, they serve on graduate student committees, they foster University-wide research, scholarship, and creative endeavors, and they assure the quality of preparation of the University’s graduates. The University policy is included by reference [http://graduatecouncil.wvu.edu/university_graduate_faculty_information](http://graduatecouncil.wvu.edu/university_graduate_faculty_information). Appointment as graduate faculty occurs at the department level as part of the annual review process and is noted in the annual workload plan.

Requirements for Membership

Regular Membership
Individuals who hold appointments at West Virginia University in tenure-track faculty positions or in full-time non-tenure-track faculty or faculty-equivalent positions and who are engaged in scholarly research or creative activity may be considered for regular membership.

Regular members must present evidence of continuing scholarly research or creative activity. Criteria usually include one or more of the following: publication in major peer-reviewed journals, publication of books and book chapters, invited and/or competitively selected presentations of scholarly work at national and international meetings, and presentations and performance of artistic work at professionally recognized events.

Associate Membership

Individuals with ongoing involvement in graduate education at WVU may be considered for associate membership. These individuals may include WVU faculty members who do not meet the criteria for regular membership, non-faculty professionals with terminal degrees or equivalent expertise, and faculty members at other institutions.

Associate members must present evidence of continuing scholarly or creative expertise or involvement in graduate education. Criteria usually include one or more of the following: research activity, scholarly publications, artistic performances or presentations, graduate-level teaching, and service on graduate committees.

Exceptions

- Graduate faculty members who leave WVU may continue to serve on student committees with their same graduate faculty status established prior to their departure.
- Normally, no candidate for a degree at WVU may be a regular or associate member of the graduate faculty.
- Emeritus faculty members may remain on the graduate faculty.
- New faculty members may be appointed as regular or associate graduate faculty members.
- Individual exceptions to membership criteria may be approved by the Associate Provost for Graduate Academic Affairs.

Functions of Graduate Faculty Members

- Regular graduate faculty members may serve on and chair students’ thesis and dissertation committees.
- Associate graduate faculty members may serve on students’ thesis and dissertation committees, but may not chair them.
- Graduate faculty members serve other functions, such as chairing or serving on other types of graduate committees and graduate program committees, and teaching graduate courses, as determined by their college/school.

Appointment and Evaluation of Graduate Faculty Members
• Appointment to the graduate faculty for WVU faculty members must be through the college/school in which they hold their primary faculty appointment. Faculty members may request appointment to the graduate faculty in other colleges/schools, but may not be designated a regular graduate faculty member in any college/school if that status is not held in the primary college/school.

• Colleges/schools establish an appropriate time schedule for evaluating individuals for initial appointment to the graduate faculty and for upgrading or downgrading graduate faculty status. At least once every three years, a decision must be made to continue, discontinue, or change an individual’s current level of membership. An individual whose graduate faculty membership is discontinued or changed from regular to associate status will be permitted to complete current responsibilities, but may only assume additional responsibilities that are consistent with the new status.

Appeals

• Appeals regarding graduate faculty membership classification shall be handled through grievance procedures identified in section 5.8.2 of the West Virginia University Faculty Handbook.

Faculty Qualifications

Scholarly Academic Faculty

A faculty member will be considered scholarly academic (SA) if he/she meets any of the following conditions at the time of hire and subsequent time of evaluation:

| Possesses a doctoral or relevant terminal degree in the field in which he or she is teaching (or a closely related field), and | • has three (3) refereed journal publication acceptances within the past five (5) years, or  
• two (2) refereed journal publication acceptances and at least two (2) academic engagement activities within the past five (5) years. |
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<td>Has received a doctoral degree or relevant terminal degree in the discipline in which he or she teaches within the past five (5) years.</td>
<td>Has successfully completed, and is within the three (3) year period beyond, the most recent qualifying exam that leads to the dissertation stage.</td>
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</table>
| Has a specialized graduate degree in taxation or a specialized degree and professional certifications in fraud and forensic accounting, and | has three (3) refereed journal publication acceptances within the past five (5) years, or  
• two (2) refereed journal publication acceptances and at least two (2) academic engagement activities within the past five (5) years. |
| | |
### Scholarly Practitioner Faculty

To be classified as scholarly practitioner (SP), the faculty member must meet the following minimum conditions at the time of hire:

<table>
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<th>Condition</th>
<th>Requirement</th>
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<td>Possesses a doctoral degree or relevant terminal degree in the field in</td>
<td>currently serves, or has served for at least two (2) semesters during the</td>
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<td>which he or she is teaching (or a closely related field), and</td>
<td>previous three (3) years, in a position with at least a .51 FTE administrative workload, and has either participated in at least five (5) academic engagement activities within the past five years or</td>
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<td>has at least one (1) refereed journal publication acceptance within the past five (5) years and has participated in at least three (3) academic engagement activities within the past five years.</td>
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| Possesses a doctoral degree or relevant terminal degree in the field in    | currently serves, or has served for at least two (2) semesters during the   |
| which he or she is teaching (or a closely related field), and              | previous three (3) years, in a position with more than a .2 but less than a |
|                                                                            | .51 FTE administrative workload, and has at least one (1) refereed journal publication acceptance within the past five (5) years, and has either participated in at least three (3) academic engagement activities within the past five years or |
|                                                                            | has a second refereed journal publication acceptance within the past five (5) years and has participated in at least one (1) academic engagement activities within the past five years. |

### Scholarly Practitioner Faculty

To be classified as scholarly practitioner (SP), the faculty member must also meet at least one of the following minimum conditions at the time of evaluation:

<table>
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<th>Condition</th>
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<td>Has at least two years (2) of work experience within the past five (5)</td>
<td>Possesses a master’s degree, doctoral degree or relevant terminal degree in</td>
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<td>years that is relevant to the teaching assignment, and</td>
<td>(or related to) the field in which he or she is teaching, or</td>
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<td>a bachelor’s degree in a relevant field and at least five (5) years of prior work experience in the field related to the teaching assignment, or has earned and maintained a recognized professional certification in the field related to the teaching assignment.</td>
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</table>
Has three (3) refereed journal publication acceptances within the past five (5) years.

Has two (2) refereed journal publication acceptances and at least two (2) academic or professional engagement activities within the past five (5) years, at least one of which must be an academic engagement activity (refereed journal publications may be substituted 1-for-1 for academic engagement activities).

Currently serves, or has served for at least two (2) semesters during the previous three (3) years, in a position with at least a .51 FTE administrative workload, and

- has participated in at least five (5) academic or professional engagement activities within the past five (5) years, at least two (2) of which must be academic engagement activities or
- has at least one (1) refereed journal publication acceptance within the past five (5) years and has participated in at least three (3) academic or professional engagement activities within the past five (5) years, at least two (2) of which must be academic engagement activities.

Currently serves, or has served for at least two (2) semesters during the previous three (3) years, in a position with more than a .2 but less than a .51 FTE administrative workload, and

- has one (1) refereed journal publication acceptance within the past five (5) years, and has either participated in at least three (3) academic or professional engagement activities within the past five (5) years, at least two (2) of which must be academic engagement activities or
- has a second refereed journal publication acceptance within the past five (5) years and has participated in at least one (1) academic engagement activities within the past five years.

**Instructional Practitioner Faculty**

To be classified as instructional practitioner (IP), the faculty member must meet the following minimum conditions at the time of hire:

- Has at least two years (2) of work experience within the past five (5) years that is relevant to the teaching assignment, and
- Possesses a master’s degree, doctoral degree or relevant terminal degree in (or related to) the field in which he or she is teaching, or
- Has a bachelor’s degree in a relevant field and at least five (5) years of prior work experience in the field related to the teaching assignment, or
To be classified as instructional practitioner (IP), the faculty member must also meet at least one of the following minimum conditions at the time of evaluation:

- Has a bachelor’s degree and has earned and maintained a recognized professional certification in the field related to the teaching assignment, or
- Has a bachelor’s degree in a relevant field and has successfully completed at least five (5) professional engagement activities in the past five (5) years.

**Practice Academic Faculty**

A faculty member will be considered practice academic (PA) if he/she meets any of the following conditions at the time of hire and subsequent time of evaluation:

- Possesses a doctoral degree or relevant terminal degree in the field in which he or she is teaching (or a closely related field), and
- Has at least two (2) years of non-teaching work experience within the past five (5) years that is relevant to the teaching assignment, and earned and/or maintained at least one recognized professional certification in the field related to the teaching assignment, in the past five (5) years, or
- Successfully completed at least five (5) professional engagement activities in the past five (5) years

- Has a specialized graduate degree in taxation, and
- Has at least two (2) years of non-teaching work experience within the past five (5) years that is relevant to the teaching assignment, and earned
or maintained at least one recognized professional certification in the field related to the teaching assignment, in the past five (5) years, or
• successfully completed at least five (5) professional engagement activities in the past five (5) years.

Has a specialized degree and professional certifications in fraud and forensic accounting, and
• Has at least two (2) years of non-teaching work experience within the past five (5) years that is relevant to the teaching assignment, or has earned and/or maintained at least one recognized professional certification in the field related to the teaching assignment, in the past five (5) years, or
• successfully completed at least five (5) professional engagement activities in the past five (5) years.

Possesses a doctoral degree or relevant terminal degree in the field in which he or she is teaching (or a closely related field), and
• currently serves, or has served for at least two (2) semesters during the previous three (3) years, in a position with at least a .2 FTE administrative workload, and participated in at least four (4) professional engagement activities within the past five years.

**Faculty Assessment**

Each faculty member must complete the sections on the Digital Measures Annual Productivity Report in which the above-mentioned activities are addressed. Each Department Chair/Division Director will attest to whether the faculty member has met the requirements for their assigned status. This must be completed by June 30 of each year, for AACSB annual report purposes, and December 31 of each year, for annual review purposes.

**Definitions**

A “refereed journal publication” is defined as a publication in an academic journal or professional (practitioner) journal that has gone through a rigorous “peer refereeing” process prior to publication and is available for public review through means such as subscription, libraries, and electronic databases or is otherwise widely-disseminated. A journal publication is “refereed” through a blind peer review process. The review process must be clearly explained in the journal’s editorial policies and procedures. Publications must be pertinent to the faculty member’s teaching responsibilities or other areas related to the University’s mission. In certain cases, authoring an entire book may be considered equivalent to a single refereed journal publication.
An “academic engagement activity” is an accomplishment that faculty members achieve through their knowledge, skill, or ability, and that is sought after by the academic community. Examples of academic engagement activities include, but are not limited to, the following:

- Obtaining a significant funded grant or contract proposal from a funding agency or external organization (e.g. as a principal investigator for a minimum of $25,000 for the year under review or, if not the principal investigator, the researcher’s share must exceed $10,000).
- Serving as a member of an editorial board of a journal, with significant activity (e.g. 2 or more reviews per year).
- Obtaining a Fulbright or comparable fellowship for at least one semester.
- Serving as director of a research center.
- Serving in a leadership position in an academic association or society.
- Significant participation in an academic association or society.

A “professional engagement activity” is an accomplishment that faculty members achieve through their knowledge, skill, or ability, and that is sought after by the business community. Examples of professional engagement activities include, but are not limited to, the following:

- Consulting activities that are material in terms of time and substance (e.g. paid or unpaid, 40 or more hours per project).
- Creating and delivering an Executive Education seminar that is material in terms of time and substance (e.g. at least three (3) hours in length that is well attended).
- Significant participation in a business professional association.
- Creating and delivering a professional presentation that is material in terms of time and substance (e.g. at least two (2) hours in length that is well attended).
- Significant participation in a professional event that focuses on the practice of business, management, or related issues.
- Completing a course or professional development workshop to keep current and to assist in upgrading the content and/or delivery of the courses he/she teaches.
- Using your professional expertise to serve as a member of the Board of Directors of a for-profit or not-for-profit organization, with evidence of significant contribution (e.g. 40 or more hours per year).
- Serving in a faculty internship with a company for a total of at least 100 hours.

**Academically Qualified Faculty: Assessment**

Each faculty member must complete the sections on the Digital Measures Annual Productivity Report in which the above-mentioned activities are addressed. Each Department Chair will attest to whether the faculty member has met the requirements for Academically Qualified status. This must be completed by December 31 of each year, for annual review purposes.

**Participating Faculty**
Any individual teaching classes in the College of Business and Economics will be considered a participating faculty member if he/she performs any 3 (three) of the following activities on a regular basis:

1. Engages in academic and/or career advising.
2. Engages in a “Scholarly Activity”, as defined above.
3. Engages in a “Validating Academic Activity”, as defined above.
4. Serves on a Department, Division, College or University committee.
5. Votes in College, Division and/or Department matters.
6. Directs extracurricular activities.
7. Is eligible for and participates in faculty development activities, either on or off campus.
8. Engages in curricular review and development.
9. Serves as a mentor for junior faculty.

**SUPPORTING FACULTY**

A faculty member will be considered a supporting faculty member if he/she does not meet the minimum definition of participating faculty member and the faculty member has no responsibilities other than teaching.

**PARTICIPATING/SUPPORTING FACULTY: ASSESSMENT**

Each faculty member must complete the sections on the Digital Measures Annual Productivity Report in which the above-mentioned activities are addressed. Each Department Chair will attest to whether the faculty member has met the requirements for Participating or Supporting Faculty classification. This must be completed by and December 31 of each year, for annual review purposes.

**EXECUTIVE IN RESIDENCE**

**DEFINED**

The Executive in Residence is an accomplished business leader with significant business related experience and expertise who will maintain a long-term relationship with the College. The Executive in Residence’s activities vary by individual and could include, but are not limited to:

- Mentor students
- Teach courses or guest lecture in area of expertise
- Counsel student groups and individuals regarding careers
- Advise student organizations
- Write business cases or judge competitions
- Organize student/faculty lunches and seminars
- Assist with program or curriculum development
- Participate in college advisory boards

**PROCESS**

- Recommendations are made to the Dean by department chairs before any offer is made.
- Positions are approved by Dean for renewable one year terms. Any compensation is negotiated by the Dean.
An appointment letter will be provided to candidate by the Dean.

**ADMINISTRATIVE POSITIONS**

**APPOINTMENT AND TERM**

Administrative officers of the College shall be appointed by the Dean and serve in their administrative role at the Dean's will and pleasure.

**EVALUATION**

The Dean shall provide for a process of annual review of all administrative officers of the College.

**INTERIM OR ACTING APPOINTMENTS**

Interim appointments are those where a person is temporarily filling an administrative officer position when the holder has vacated the position, will not return and a search for a permanent replacement will occur. Acting appointments are those where the holder is on leave or is temporarily assigned to another position and is likely to return.

Should circumstances necessitate the appointment of an interim or acting administrator, such appointment shall be for a term not to exceed twelve months. If an extension beyond twelve months is sought, such a proposed extension must receive the prior approval of the College Executive Committee (Dean and Associate Deans). However, these provisions are not intended to preclude the informal designation of an acting administrator to perform essential duties of the office during an absence for which no formal leave time has been granted.

**OFFICE OF DEPARTMENT CHAIR**

Appointment - Department Directors/Department Chairs shall be appointed by the Dean upon recommendation of the voting faculty and shall serve in these roles at the Dean's will and pleasure. The Dean shall be advised in this selection by a division/departmental search committee selected by the faculty of the division/department in question. The chairperson of this committee shall be appointed by the Dean. The department director/chair search committee shall make every effort to solicit the counsel of voting department faculty members during the search process. At the termination of the search process, the Search Committee shall submit an assessment of the strengths and weaknesses of the candidate/candidates to the Dean for consideration. Those recommended by the Committee must have received the prior endorsement of a majority of the voting faculty of the department in question. Such voting shall be performed by secret ballot.

Term - The Director/Chair shall serve for a renewable term of three to five years. If the Director/Chair does not serve the full term of his or her current appointment for any reason, the term shall be considered to have been completed. No subsequent appointee shall be considered to be completing the unexpired remainder of the previous Chair’s term.

Should circumstances necessitate the appointment of Acting or Interim Chairperson, as previously discussed such appointment shall be for a term not to exceed twelve months. If an extension beyond twelve months is sought, such a proposed extension must receive the prior approval of a majority of the department faculty. The procedure for selecting an Acting Chairperson shall be that specified above. However, these provisions are not intended to preclude the informal designation by the Chairperson of Acting or Interim Chairperson to perform essential duties of the office during an absence for which no formal leave time has been granted.

**COMMITTEES**
Members of standing committees of the College may be either appointed or elected as warranted by their function. These committees and the method of selecting members are referenced later in this document.

Either the voting faculty or the Dean (or designee) may create ad hoc committees as the need arises. Voting faculty may create ad hoc committees only by majority approval of the voting faculty of the College.

All standing committees of the College shall be constituted by election or appointment at the beginning of the fall semester. Ad Hoc committees last as long as determined by their charge. Committees thus constituted will commence their responsibilities on August 16 following their selection and continue for a term of twelve months.

A committee quorum is defined by 51 percent of voting faculty.

**MEETING OF THE COLLEGE FACULTY**

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A meeting of the College faculty shall be held at least once during the Fall and Spring Semesters. Additional meetings may be called by the Dean or by petition to the Dean of at least 25 percent of the Voting Faculty. Written notice of these meetings, including an agenda, and related materials to be considered must be given to the faculty (except those on full-time leave) at least one week prior to the meeting. The Dean (or his/her designee) shall preside at all meetings of the College faculties. The Dean may also hold a fall retreat which is held prior to the beginning of the fall semester. All faculty are expected to attend.

Unless otherwise determined by two-thirds of the Voting Faculty, rules of procedure at all faculty meetings shall follow Robert's Rules of Order, latest edition.

An attendance of at least fifty-one percent of the Voting Faculty of the College shall constitute a quorum. No person at College faculty meetings can cast a vote on behalf of an absent Voting Faculty member.

The Dean shall be responsible for seeing that the minutes of College meetings are taken, distributed to the faculty, and retained on file within the College.

**FACULTY GRIEVANCES**

Every effort shall be made to settle faculty concerns at the department or College level. However grievances shall be handled in accordance with the public employee grievance procedures found in the Board of Governors and State Policies.

**FACULTY RECRUITMENT**

Recruitment of faculty shall be in accordance with University search and selection procedures (see Provost web site). Department’s selection processes vary. No person may be forwarded to the Dean for consideration without receiving the prior endorsement of a majority of the voting faculty of that department as to qualification for the position.
Faculty Evaluations, Tenure and Promotion

As previously indicated, annual written evaluations of all faculty are required. These evaluations are used to make recommendations concerning retention, promotion, and tenure as well as to determine program assignments, sabbatical leaves and other leaves of absence, and salary increases, when applicable.

The evaluation procedures and criteria for persons being considered for tenure or promotion may be found in the Annual Evaluation procedures section and guided by University Promotion and Tenure Guidelines included by reference and found at:

http://www.wvu.edu/~acadaff/Faculty/policies/Faculty%20Evaluations%20&Tenure%20-%02-06.htm.

Annual evaluation for all other faculty, whether probationary, tenured, or temporary, will be conducted at the departmental level by the chair and faculty Evaluation (or tenure and promotion) committee or at the College level, if appropriate. Written evaluations will be forwarded to each faculty member and to the Dean for information. The annual evaluation criteria for faculty not being considered for promotion or tenure, will be the same as those being considered for promotion or tenure.

Promotion and tenure decisions shall be made in accordance with the calendar established by the Office of the Provost and the Criteria for Tenure and Promotion adopted by the faculty of the College.

Faculty Emeritus

Faculty approaching retirement and seeking the designation of emeritus must follow the procedures outlined below as required by University policy.

Review Process in College

The faculty member should write a memo to the appropriate Department Chair requesting a review and recommendation for the status of emeritus. Supporting materials submitted to the Department Chair should include:

- A memo highlighting the major accomplishments and contributions to the College and University over the candidate’s career at WVU. Contributions in teaching, research, and service should be mentioned
- A current, updated vita
- The candidate’s Evaluation file should be updated and available to the reviewers

Emeritus candidates must be reviewed through the normal annual review process with formal recommendations being written by the:

- Departmental Peer Review Committee
- Department Chair
- Dean

No external reviews are required.

Review deadlines for Emeritus Status in the Next Academic Year:

- Departmental Committee: February 18
- Department Chair: March 1
- Dean: May 1
By May 1, the dean forwards to the provost the recommendation on emeritus status for each applicant. Accompanying materials include all review letters, the candidate’s initiation memo, accomplishments memo, current vita, and Evaluation file.

**Faculty Mentoring Program**

Mentoring is something from which all faculty members can benefit. Mentoring is multi-dimensional. Mentoring includes providing professional development support and sponsorship, intellectual support, emotional support, honest feedback and other assistance.

West Virginia University contracts with the National Center for Faculty Development and Diversity (FacultyDiversity.org). This organization provides a wide range of mentoring services. All faculty members are encouraged to explore opportunities offered by the National Center for Faculty Development and Diversity.

**Faculty Assignment Guidelines**

**Introduction:**

The purposes of the WVU College of Business and Economics guidelines on faculty assignments are to provide an atmosphere that enables optimal performance by faculty in meeting the needs and expectations of students and other clientele and to provide mechanisms that will ensure accountability for that performance. As professionals, faculty work independently within the expectations and guidelines of West Virginia University and the College of Business and Economics in three principal mission areas: teaching/instruction, scholarship/research, and service.

This policy applies to the following categories of faculty:

- All persons holding tenure-track and non-tenure track positions
- All persons who hold faculty rank and perform administrative duties
- All persons who, while neither tenured or tenure track, are employed full time as instructional faculty (term appointments)

**Overarching Principles:**

- 2/2 Teaching load for tenure track faculty
- 4/4 Teaching load for non-tenure track faculty
- No equivalencies for large lectures (student support provided to offset workload).
- Required courses, MBA courses, and PhD courses must be staffed before electives and non-contractual course releases
- Non-research productive faculty teaching loads will be adjusted to reflect reduced research effort.

**Teaching**

The operating manual states “The purpose of these Faculty Assignment Guidelines is to provide maximum flexibility for department chairs as they work with faculty in establishing individual workload assignments. However, each Department Chair is limited by the resources available and the College acknowledges that these resources are not always distributed equitably among departments.”
In an effort to ensure consistency in applying the principles across departments and also to ensure that an undue burden is not created for faculty with teaching loads greater than 2/2 the following considerations should be made:

Efforts should be made to:

Number of different preparations - limit to 3 per semester (not including overloads) Number of new preparations - limit to 1 per semester (not including overloads) Number of large lectures (defined as > 200 students) – limit to 2 per semester. A faculty member with a 4/4 load that is teaching 2 large lectures should also be assigned two smaller classes.

NOTE:

- This does not include course releases for administrative appointments
- Deviations from the assigned load must be approved by the Associate Dean on a case-by-case basis.
- A faculty member should not be given a course release for deviations from the above and then be paid overload. An exception to this would be if a course release is given for non-compensated service above and beyond what is expected in the 20% assignment.
- If the chair feels strongly that a course release needs to be given, the funding will come from the departmental budget.

RESEARCH

Tenure track faculty are also expected to work as scholars in pursuing research, creating original works. Research may be basic research which leads to the discovery of new information, or it may be applied research, which finds ways to use knowledge for practical purposes. Exhibits and presentations of works may fit either of these categories. Faculty engage in research when they integrate or connect knowledge to share with colleagues through accepted professional journals or through presentations at professional meetings.

It is expected that each tenured and probationary faculty member will spend time engaged in scholarly activities intended to lead to publication in refereed journals that would satisfy the scholarship standard established in the University and College promotion and tenure policies. Typically, 40% of workload effort in research is considered the minimum percentage of workload required if the faculty member wishes to be considered for promotion or tenure.

In general, each faculty member’s scholarship obligation should be to publish quality research. Factors such as higher than standard teaching or service loads may alter this expectation, as will projects of greater length and complexity. Tenured faculty members whose workload allocation for scholarship exceeds the normal 40% are expected to have greater productivity. Under certain circumstances changes in the percentages of load may have corresponding changes in output.

Occasionally, it is necessary to assign additional time for research or service activities supported by external funds, either research or training grants. In these instances, the accompanying reduction of expectations for service or instruction should mirror the replacement of departmental salary support by externally funded salary support.

Assignment of additional time for research activities supported by the department and consequent reduction of expectations for service or instruction should be related to the College’s mission.
In addition to papers published in peer-reviewed journals, original research in books published by reputable academic and university presses are likely to have impact, especially if favorably reviewed and cited. Textbooks that are purely pedagogical in nature and do not include the author’s original research would generally not be considered research, though it would be considered a contribution to teaching scholarship.

Journals targeting practitioners are generally not as likely to have an impact on the academy as are journals targeting the academic community, but certain disciplines, such as accounting, have a particular responsibility to inform practitioners, which must be taken into account.

Other research outlets might include research monographs and book chapters, published proceedings, and conference presentations.

Similarly, if a faculty member is not research productive (maintains their AACSB Academic Qualification), the workload distribution will be adjusted proportionately to encompass a higher teaching load of 3/3 or 4/4. Changes made during the January review are implemented in the next academic year.

Service
Service is broadly defined to include participation in the governing and administrative activities of the department division, college, university, profession, and/or community. It includes working with students and other members of the academic community to fulfill the mission of the college in all of its aspects. It may also include working with the community outside the College or University, provided that work draws upon the professional training of the faculty and does not mean simply performing one's responsibilities as a good citizen or community member.

It is expected that each faculty member will spend his/her time engaged in service to the Department, College, University, Profession, Local Community, Region, State, National, or International constituencies that is consistent with the College's mission as defined by the school's promotion and tenure policies. In general, a faculty member's normal College and University service load will include participation on department and college committees and outreach activity. Tenured faculty members in addition may serve on the Department Faculty Promotion, Tenure and Evaluation Committee. Factors such as the intensity of the agenda of a particular committee or service as committee chair may alter what is considered the normal service load. Under certain circumstances changes in the percentages of load may have corresponding changes in output. Evidence of the quality of one’s service should be provided in the Evaluation file.
Academic Programs Council- STANDING

Voting Members:    Associate Deans, Assistant Dean/Director of Undergraduate Advising, Chairs of all Departments

Non-Voting Members:  Senior Administrative Assistant to the Dean

Chair:    Associate Dean Academic Affairs

Charge:    Formulate academic policies and coordinate Dean’s Office and Division academic program operations

Responsibilities:

- Provide oversight and policy direction for the College’s undergraduate and graduate degree programs
- Provide oversight of the academic components of the College Strategic Plan
- Ensure adherence to University and College policies and academic standards
- Advise the Dean on issues of faculty and staff welfare
- Post minutes of each meeting on the college H: drive
- Other tasks as assigned by the Dean
TECHNOLOGY COMMITTEE STANDING

Voting Members: Director of Information Technology, Department Representatives from all departments, Staff Representative, Bureau of Business and Economic Research Representative, and Information Technology Representative

Chair: Director of Information Technology

Charge: Provide guidance for the deployment and management of technologies within the College. This includes, but is not limited to computers, telecommunications, multimedia, and information technologies to support students, faculty, and staff.

Responsibilities:

- Work with College faculty, staff, and students to ensure the availability of appropriate and needed technology, the efficient and effective application of that technology, and the sustainability of that technology in accordance with the mission of the College
- Coordinate informational seminars for College faculty and staff on the use of technology
- Work with the Office of the Provost and University Facilities Planning in the implementation of technology in classrooms in the Business and Economics College building
- Advise the Dean on the adequacy of the College’s technology resources
- Post minutes of each meeting on the college H: drive
- Other duties as assigned by the Dean
Research and Library Committee STANDING

Members: Department Representatives from Chairs of all Departments, Director for information Technology, Representative from the Bureau of Business and Economic Research, and Staff Representative

Voting Members: Tenure Track Faculty

Chair: Appointed by the Dean

Charge: Promote academic and externally funded research among faculty, staff, and students and to ensure that library resources are used to serve the College’s Mission

Responsibilities:

- Design and implement programs to support and guide faculty, staff, and students to increase externally funded research in the College
- Advise the Dean on the adequacy of College resources and support for such programs
- Maintain information pertaining to all databases housed in the College, along with their costs and breadth of usage by faculty and staff
- Evaluate current faculty databases, and make recommendations for purchases of additional databases
- Develop a resource plan for providing advisory staffing to handle the maintenance and supervision of all databases in the College for use by the faculty and staff
- Determine College library needs, recommend acquisitions, and coordinate College library activities across the University
- Administer the annual budget of the Committee
- Make recommendations for “Dean’s Scholar Summer Research Award” and make selection
- Prepare an annual report for the Office of the Dean on the research and library activities and accomplishments of the College, which includes a summary of database costs and usage by June 30
- Post minutes of each meeting on the college H: drive
- Other duties as assigned by the Dean
UNDERGRADUATE PROGRAMS COMMITTEE STANDING

Members:  Associate Dean for Academic Affairs, Assistant Dean for Special Projects,  Assistant Dean, Undergraduate Advising, Department Representatives from Chairs of all Departments, and Undergraduate Student Representative

Ex Officio:  Director for the Center for Career Development,

AOL Subcommittee:  Department Representatives from Accounting, MIS, Economics, Finance, Management and Marketing

Chair:  Associate Dean for Academic Affairs

Charge:  Ensure policies and activities that lead to the provision of the highest quality undergraduate learning experience possible.

Responsibilities:

• Promote continuous improvement in undergraduate programs
• Determine learning goals for all core courses in the BSBA program
• Propose measurable learning objectives for each learning goal
• Work with the Assurance of Learning and Continuous Improvement Committee to measure learning and analyze results of assessment processes
• Evaluate proposals for changes in undergraduate curriculums and make recommendations to the faculty and the Dean
• Review admissions policies and procedures for undergraduate programs and make recommendations to the Dean
• Propose and assist in the implementation of programs to improve student recruitment, retention, advising, and placement for the College’s undergraduate programs
• Assist the Associate Dean for Academic Affairs in the planning and coordination of the December Convocation and May Graduation Ceremonies
• Assist the Director for the Office of Undergraduate Programs and Advising in the effective implementation of the Freshman and Sophomore Direct Admit Program
• Work with the College Consultant for Student Recruitment and Retention
• Advise the Dean on all matters related to undergraduate programs
• Prepare an annual report for the Office of the Dean on accomplishments of the College by June 30
• Post minutes of each meeting on the college H: drive
• Other duties as assigned by the Dean
Graduate Programs Committee STANDING

Members: Associate Dean for Graduate Programs, Director of Masters Programs, Department Representatives from all Departments and/or Coordinators for all Graduate Programs, Graduate Student Representative, Staff Representative from the Office of Graduate Programs, the College Representative on the University Graduate Council and Administrative Assistant, Dean’s Office

Chair: Associate Dean for Graduate Programs

Charge: Promote policies and activities that lead to the provision of high quality graduate programs including all masters and Ph.D. Programs

Responsibilities:

- Promote continuous improvement in graduate programs
- Develop and maintain a Policies and Operations Manual
- Establish the process by which holistic admission decisions are made
- Provide regular reporting to the Office of the Dean regarding data on student applicant and enrollment data in all non-MBA and non-EMBA graduate programs
- Evaluate proposals for changes in graduate curriculums and make recommendations to the faculty and the Dean
- Work with the College Accreditation Committee in the development and assessment of assurances of learning goals for each of the non-MBA graduate programs under the guidelines set forth by AACSB International
- Assist in the planning and coordination of graduation ceremonies for non-MBA and non-EMBA graduate programs
- Advise the Dean on all matters related to graduate programs
- Prepare an annual report for the Office of the Dean on the status of the College’s graduate degree programs by June 30
- Post minutes of each meeting on the college H: drive
- Other duties as assigned by the Dean
PROMOTION AND TENURE COMMITTEE STANDING

Members: Six academically qualified tenured, full professors appointed by the Dean (some overlapping three year terms) from all Departments, and Senior Administrative Assistant to the Dean

Chair: Appointed by the Dean

Charge: Oversee promotion and tenure processes of the College

Responsibilities:

- Evaluate performance and make recommendations for faculty for whom action is recommended
- Review College standards for promotion and tenure and recommend changes as appropriate
- Evaluate performance, provide guidance, and make recommendations for all probationary faculty members
- Oversee the College Mentoring policy for the advising of junior faculty on matters pertaining to tenure and promotion matters in conjunction with the Academic Programs Committee
- Prepare an annual report for the Office of the Dean on accomplishments of the College by June 30
- Advise the Dean on issues related to promotion and tenure
- Other duties as assigned by the Dean
Scholarships, Honors, and Awards Committee AD HOC

Members: Staff representative from College Business Office, Faculty representatives from all Departments, Staff representative from the Office of Undergraduate Programs and Advising, Director for Development, Director of Alumni Relations, Beta Gamma Sigma Faculty Representative, Staff representatives from MBA and EMBA Programs

Chair: Dean Appointed

Charge: Administer the College’s awards system

Responsibilities:

- Coordinate all scholarships, honors, and awards activities in the College, including coordination with Beta Gamma Sigma and the College awards ceremonies (awards banquet, convocations, etc.)
- Develop the criteria and process by which applicants for scholarship awards are selected
- Develop the criteria for the awarding of the new College scholarships (both graduate and freshman admits) among the various programs
- Recommend to the Dean student recipients for scholarships, honors, and awards in accordance with established policies and procedures
- Advise the Dean on all matters relating to scholarships, honors, and awards
- Prepare an annual report for the Office of the Dean on all activities which includes a report of all scholarships awarded and scholarship recipients by June 30
- Post minutes of each meeting on the college H: drive
- Other duties as assigned by the Dean
AACSB Accreditation Committee STANDING

Members:  Associate Deans, Coordinator for the MSIR Program, Coordinator for the MPA Program, Coordinator for the MS Finance Program, Department Chairs from all Departments, Department Representatives from all Departments, and others as deemed necessary.

Chair:    Senior Associate Dean

Charge:   Prepare the College Accreditation Report

Responsibilities:

• Using AACSB guidelines, develop written statements for how the College should define academically and professionally qualified faculty
• Using AACSB guidelines, develop written statements for how the College should define participating and non-participating faculty
• Using these guidelines, evaluate whether or not current College faculty are in compliance with AACSB requirements
• Work with the Dean to complete and file AACSB Annual Reports (Due June 30 each year)
• Work with the Dean and Associate Dean for Academic Affairs to preparing all necessary reports for the AACSB 5 Year Maintenance visit
• Post minutes of each meeting on the college H: drive
• Other tasks assigned by the Dean
ACADEMIC POLICIES AND PROCEDURES COMMITTEE AD HOC

Members: Associate Dean for Administrative Services, Chairs from all Departments, Faculty representatives from all Departments, and Senior Administrative Assistant to the Dean

Chair: Associate Dean for Administrative Services

Charge: Issues already in the handbook or those referred to the committee by Academic Programs Council or the Dean's office.

Responsibilities:

- Annually prepare a revised College faculty workload policy and present it for College approval
- Review and ensure consistency between all departmental and divisional operating policies and all College policies and recommend changes where needed
- Ensure consistency between the College’s Mission and Vision statements and the College’s:
  1) Merit Policy
  2) Tenure and Promotion Policy
  3) Faculty Assignment Policy
  4) Full Professor Salary Enhancement Policy
  5) All College Operating Policy
  6) Annual Evaluations
- Coordinate the results of the activities of this committee with those of the AACSB Committee
- Prepare an Annual Report for the Office of the Dean by June 30
- Post minutes of each meeting on the college H: drive
- Other tasks assigned by the Dean
ACADEMIC STANDARDS COMMITTEE STANDING

Members: Faculty representatives from all Departments

Chair: Deans Appointment

Charge: Review and respond to all charges related to academic integrity for the College of Business and Economics

Responsibilities:

- Meet on an as needed basis as situations arise
- Serve as College respondent to all charges related to academic integrity
MBA Curriculum Committee AD HOC

Members: Associate Dean for Graduate Programs, Representatives from each of the following disciplinary perspectives: Law/Ethics, Organizational Behavior/Human Resources, Strategy/International Business, Management Information Systems/Operations, Accounting, Economics, Finance, and Marketing and Graduate Programs representative

Chair: Faculty member appointed by the Dean

Charge: Oversee the curriculum in the MBA program

Responsibilities:

• Benchmark MBA programs to ensure that our MBA curriculum is current/relevant
• Determine the goals and learning objectives for the MBA program
• Determine the courses and sequencing of course in the MBA program
• Develop a curriculum matrix that relates goals to courses
• Work with the Assurance of Learning and Continuous Improvement Committee to assess learning in the MBA program
• Develop a plan for continuous improvement based on the results of the assessment of learning in the MBA program
• Provide Dean with a schedule of anticipated meetings
• Prepare an Annual Report for the Office of the Dean by June 30
• Prepare all necessary reports
• Other tasks assigned by the Dean
EMBA Curriculum Committee (AD HOC)

Members: Associate Dean for Graduate Programs, Representatives from each of the following disciplinary perspectives: Law/Ethics, Organizational Behavior/Human Resources, Strategy/International Business, Management Information Systems/Operations, Accounting, Economics, Finance, and Marketing and Graduate Programs representative

Chair: Faculty member appointed by the Dean

Charge: Oversee the curriculum of the EMBA program

Responsibilities:

• Benchmark EMBA programs to ensure that our EMBA curriculum is current/relevant
• Determine the goals and learning objectives for the EMBA program
• Determine the courses and sequencing of course, in the EMBA program
• Develop a curriculum matrix that relates goals to courses
• Work with the Assurance of Learning and Continuous Improvement Committee to assess learning in the EMBA program
• Develop a plan for continuous improvement based on the results of the assessment of learning in the EMBA program
• Provide Dean with a schedule of anticipated meetings
• Prepare all necessary reports
• Other tasks assigned by the Dean
**PHD PROGRAMS COMMITTEE - AD HOC**

Members:  Associate Dean for Graduate Programs, The PhD Coordinator from each of the following PhD Programs: Accounting, Economics, Finance, Management, and Marketing.

Chair:  Associate Dean for Graduate Programs

Charge:  Oversee the PhD programs in Business Administration and Economics

Responsibilities:

- Benchmark PhD programs to ensure that our PhD programs are current and relevant
- Promote continuous improvement in the PhD programs
- Develop and maintain a Policies and Operations Manual
- Establish the process by which holistic admission decisions are made
- Provide regular reporting to the Office of the Dean regarding data on student applicant and enrollment data
- Evaluate proposals for changes in PhD curriculums and make recommendations to the faculty and the Dean
- Work with the College Accreditation Committee in the development and assessment of assurances of learning goals for the PhD programs under the guidelines set forth by AACSB International
- Work with the Assurance of Learning and Continuous Improvement Committee to assess learning in the PhD programs
- Assist in the planning and coordination of graduation ceremonies for the PhD programs
- Advise the Dean on all matters related to PhD programs
- Provide Dean with a schedule of anticipated meetings
- Other duties as assigned by the Dean
QUALITY MATTERS (QM) ON-LINE COURSE REVIEW COMMITTEE - AD HOC

Members: All QM Trained reviewers

Chair: Associate Dean for Academic Affairs

Charge: Complete the review of on-line courses to ensure that QM standards are met, make recommendations to faculty developer/instructor, and ensure recommendations have been implemented by faculty developer/instructor.
DEANS AWARDS OF DISTINCTION REVIEW COMMITTEE - AD HOC

Members: Faculty representatives from each department; Staff representative

Chair: Appointed by the Dean

Charge: Recommends top 2 candidates for each award to the Dean for final selection.

Responsibilities:

- NOTE – this committee meets mid-February through the first week in April.
- Review the criteria for award winners
- Review packets prepared by candidates
- Select top two candidates for each award
- Recommend top two candidates to the Dean
- Other tasks assigned by the Dean
POLICIES AND PROCEDURES FOR ANNUAL FACULTY EVALUATION AND PROMOTION AND TENURE

FACULTY – ANNUAL EVALUATION
(Promotion and Tenure, Merit, Chairs and Professors, Faculty Enhancement)

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<th>Faculty</th>
<th>Dean</th>
<th>Provost Office</th>
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The evaluation procedures and criteria for persons being considered for tenure or promotion are guided by University Promotion and Tenure Guidelines included by reference and found at:

http://wvufaculty.wvu.edu/r/download/40131

Faculty members are required to be familiar with the "West Virginia University Faculty Handbook" and "Faculty Evaluation Guidelines - West Virginia University Policies and Procedures for Annual Faculty Evaluation, Promotion and Tenure." The latter document is made available each August to all faculty members.

Faculty members are expected to contribute to the missions and goals of their Department and College and are to be judged accordingly. Consequently, the evaluation of faculty is to occur in relation to the faculty member’s particular roles at the institution. Accomplishments of the faculty member are judged in the context of these roles.

Collectively, the faculty teaches, advises, engages in research, publishes and disseminates its research findings and new knowledge, and provides public, professional and institutional service. The extent to which a faculty member’s responsibilities emphasize the College and Department missions will vary. Documents containing the College Mission Statements and Strategic Goals are included by reference.

MERIT

The performance-based (Merit) salary process for the college is based upon the following:

- To reward and encourage faculty performance supporting the mission of the College.
- Base annual merit adjustments on performance.
- Use multiple reviews to ensure a consistent application of evaluation criteria and to remove personal bias from judgments of performances.

SALARY ENHANCEMENT FOR CONTINUED ACADEMIC ACHIEVEMENT

The University Salary Enhancement for Continued Academic Achievement program establishes a reward and incentive plan for faculty members at the rank of professor and is included in this document by reference.

http://www.wvu.edu/~acadaff/faculty.htm
Salary enhancements provided under this program are in addition to any performance-based increase for which a faculty member may be eligible in the year of application.

CHAIRS AND PROFESSORSHIPS

The endowment of chairs and related positions provides a means by which West Virginia University can recruit and retain, on a competitive basis, outstanding teachers, scholars, researchers, and creative and performing artists. The policy is included by reference and can be found at http://www.wvu.edu/~acadaff/faculty.htm

PROFESSIONAL EXPECTATIONS OF FACULTY MEMBERS

Teaching, research, and service constitute the mission of the College.

Faculty responsibilities are defined in terms of activities undertaken in each of the above three areas; therefore, faculty evaluation is based upon a review of performance in these areas. Faculty members are expected to stay current in their fields.

Further detail regarding faculty activities in the areas of teaching, research, and service is contained in the annual "Productivity Report of the College of Business and Economics" document and the University. This document provides focus to the College’s activities and assists in making faculty assignments, which are the basis for assessing faculty productivity. The areas of activity specified in the productivity report are taken from the standards of the College accrediting body, The AACS B -- The International Association for Management Education. Faculty members are also expected to be familiar with the "West Virginia University Faculty Handbook" and "Faculty Evaluation Guidelines - West Virginia University Policies and Procedures for Annual Faculty Evaluation, Promotion and Tenure." The latter document is made available each August to all faculty members.

Departmental promotion, tenure, and annual review documents provide additional specific detail regarding research, teaching, and service requirements as appropriate for the discipline, and the mission of the unit.

TEACHING

The evaluation of teaching must be based upon evidence found in the faculty member’s Evaluation file. The College requires that teaching evaluations be conducted for all faculty members in all graduate and undergraduate classes, except for independent studies and internships, in every semester, including summer sessions.

Evaluations for all classes must use the teaching evaluation form provided by the Faculty Senate Student Evaluation Instrument (SEI). Copies of the summary (the inclusion of student comments is recommended) must be placed in the faculty member’s Evaluation file. If desired, individual faculty may additionally use a student evaluation instrument of their own design to complement the regular form.

Other evidence in the evaluation of teaching may include Department Chair or colleague class visitation reports, an analysis of course content, evaluation of teaching-related products such as textbooks or videotapes, the development or use of instructional technology and computer-assisted instruction, pedagogical scholarship in refereed publications and media of high quality, studies of success rates of students taught, and other evidence as listed in the College Productivity Report. Innovative changes in course content and delivery should be indicated by the faculty member in the College Productivity Report. Additional detail on teaching categories considered in the evaluation process is provided in the Criteria for Promotion and Tenure included by reference.
and the College Productivity Report. Changes made during the January review are implemented in the next academic year.

**Research**

Research activities result in products that can be evaluated and compared with those of peers at other institutions of higher learning. The College expects accepted refereed journals (print or electronic) of high quality as evidence of scholarly productivity. Both quality and quantity are important. Although research is expected to be discipline-focused and individual to some extent, the College also values interdisciplinary and collaborative research. In the case of collaborative research the contribution of the faculty member must be clear. Additional detail on research categories considered in the evaluation process is provided in the Criteria for Promotion and Tenure included by reference and the College Productivity Report.

**Service**

All faculty members are expected to provide a mixture of professional service to the Department, College, University, State, and their profession. The evaluation of service will include assessments of the degree to which the service furthers the mission of the Department, College, and University. Detail on service categories considered in the evaluation process is provided in the Criteria for Promotion and Tenure included by reference and the College Productivity Report.

**Annual Evaluations**

All College faculty must prepare an annual productivity report using the College form. This document must be signed by the faculty member, the Department Chair, and the Dean. The productivity report, in conjunction with documented evidence in the Evaluation file, and in light of the written evaluations and recommendations of the previous review cycle, provides the basis for the written annual evaluations of the faculty member. The written evaluations support recommendations and decisions concerning reappointment, retention, promotion, and tenure, as well as program assignments, sabbatical and other leaves of absence, and merit salary increases. The merit policy used by the college as tied to the annual review is described in the "Merit" Salary Policy of the College of Business and Economics. The written evaluations are also intended to guide the faculty member in areas in which improvement may be needed.

Written evaluations are provided to each untenured tenure track faculty member annually by their Departmental Committee, their Department Chair, the College Promotion, Tenure, and Annual Review Committee (and the Dean of the College). Tenured faculty members receive a written evaluation from their Departmental Committee and Department Chair. Tenured faculty members will not be evaluated by the College Faculty Review Committee or the Dean of the College, unless non-retention has been recommended by the Departmental Committee or the Department Chair, or if the faculty member is being considered for promotion.

The annual review for untenured faculty shall evaluate performance in each of the three mission areas. The annual review for tenured faculty shall evaluate performance in the mission areas to which one is assigned. The reviews shall assess performance as Excellent (characterizing performance of high merit), Good (characterizing performance of merit), Satisfactory (characterizing performance sufficient to justify continuation but, if received consistently over time in an area in which significant contributions are expected, may not be sufficient to justify promotion or tenure), or Unsatisfactory. Performance of first-year faculty members in most cases will not be rated as meritorious ("excellent" or "good") in any of the mission areas as, typically, little evidence can be generated in the short interval before the first productivity report is due.
Promotion and tenure decisions are made based on faculty contribution in the areas of teaching, research, and service. A faculty member will be judged on the basis of contribution relative to the standards. The standards should be related to expectations consistent with the mission of the Department and College. Consideration should be given to the standards applied to recently promoted faculty. Given the multipurpose nature of the College of Business and Economics, as accredited by the AACSB and offering graduate and undergraduate education in a comprehensive land-grant university, the evaluation of contribution requires that emphasis be placed on teaching and research. The existence of a doctoral program in a department requires that research expectations for faculty be higher for promotion and tenure decisions than in the absence of such a program. Since the promotion and tenure process is critical to the future of the College of Business and Economics, all decisions must be made on a rational and objective basis in accordance with the criteria outlined in other sections of this document. University guidelines can be found at: [http://wvufaculty.wvu.edu/r/download/196773](http://wvufaculty.wvu.edu/r/download/196773)

**Departmental Promotion and Tenure Committees**

Department Promotion and Tenure committees will normally consist of a minimum of three members. Committee members must be tenured faculty with the majority coming from the department and exclude deans, the chair of the department, and members of the College P&T Committee cannot serve on departmental committees.

**University, College, and Departmental Procedures for Promotion and Tenure**

University procedures for promotion and tenure are subject to change by the University. Any changes will be distributed to the faculty by the Office of the Provost. Any amendments to the College procedures described in this document will be distributed to the faculty by the Office of the Dean. This document supersedes all previous College of Business and Economics Promotion and Tenure documents. Departmental Promotion, Tenure, and Annual Review documents are to be approved by the College Faculty Review Committee, the Dean, and the Provost.

**Faculty Evaluation File:**

Evaluations and recommendations are to be based on both quantitative and qualitative evidence. The primary evidence to be weighed must be contained in the faculty member's Evaluation file. To it are added professional judgments as to the quality of the faculty member's research, teaching, and service, as applicable.

An official "Faculty Evaluation File" shall be established and maintained for each faculty member in the office of the Department Chair or, for the Department Chairs, in the office of the Dean. In principle, the record in the Evaluation file should be sufficient to document and to support all Evaluation decisions.

All faculty members must update Evaluation files by December 31st of each year.

The faculty personnel file consists of two parts. Part one is the Primary file and part two is the Back-Up File. The Primary file shall be maintained for each faculty member in the Office of the Chair or, when appropriate, in the Office of the Dean. In principle, the record in the Primary File should be sufficient to document and to support all personnel decisions.

The Back-Up File shall be maintained by the faculty in their office. The Back-Up File contains all of the supporting documentation from prior year evaluations. A chronology of entries to the Back-Up File must be included in the
The chronology must include the item name, date of the item when entered into the file, and date of entry of the item into the file. **NOTE:** For all untenured, tenure-track faculty, all information for all years is contained in the Primary File.

The Primary File will contain all documentation that is required for the annual evaluation and additional cumulative information needed for critical year evaluations (see 6.a. and b. below). The faculty Primary file should contain, at a minimum and in this order, the following documents related to the faculty member:

1. **Instructions:** This folder holds instructions for the Faculty Primary File and Back-Up File.
2. **Chronology of Entries:** This folder contains two (2) chronologies: (1) Chronology of Entries to the Primary File (2) Chronology of Entries to the Back-Up File. The entries must include the name of the item entered, the date of the item entered, and the date of entry of the item.
3. **Letter of Appointment:** Include letter of appointment and other documents which describe, elaborate upon, or modify one’s assignment, including position description, work plans, memoranda of understanding and subsequent letters of agreement.
4. **Workload Assignment:** Signed annual workload provided by Chair (signed by both chair and faculty member).
5. **Vita:** An up-to-date curriculum vitae generated from Digital Measures containing:
   a.) Critical dates relative to education, employment, change in status, promotion, leave of absence, etc.
   b.) A list of publications with complete citations, grants and contacts, and/or other evidence of scholarship
   c.) A list of service activities
   d.) A description of teaching interests
6. **Current Year Productivity Report and Prior Two Years Productivity Reports:** A completed and signed College Productivity Report generated from Digital Measures covering the period under review including contributions in teaching, research, and service.
   a.) If promotion is to be considered, the productivity report must cover the period since the faculty member’s last appointment. In the case of non-tenured faculty with a tenure track appointment, the productivity report would cover the period since the initial appointment. In the case of non-tenure track faculty seeking promotion the productivity report should cover the entire period since appointment or previous promotion.
   b.) If the granting of tenure is to be considered, the productivity report should cover the entire period the faculty member has been at West Virginia University. If prior credit has been awarded then it should include all years under review (including years prior to appointment at WVU).
   c.) In all cases for annual review purposes copies of the two previous year’s productivity reports should be included in this file for reference purposes. All other copies should be in the Back-Up File.
7. **Evaluation Letters—Past 10 years:** A copy of up to ten most recent past years of annual faculty and administrative evaluations (department, college and where appropriate university) and any written responses. For faculty with multiple reporting lines, each supervisor will provide an evaluation of the individual’s performance and those evaluations are to be included in the Primary file. Evaluation letters greater than 10 years old should be included in the Back-Up File.
8. **All SEI Summary Sheets of Courses Taught – Past 10 years:** Faculty are required to have administered, in each class taught, the University Student Evaluation of Instruction (SEI). Summary sheets of all courses
taught that are part of the faculty base contract while at West Virginia University, including those taught during the year under review are to be included in the Primary File. The summary sheets should have on them the course number and semester the course was taught. SEI summary sheets greater than 10 years old should be included in the Back-Up File.

9. **Current Year Teaching**: Any documentation related to teaching including, but not limited to: syllabi for all classes taught, student feedback, graduate students supervised, student advisees, etc. that would support the quality of instruction for the period being reviewed. This data would support what is listed on the productivity report. Additional information not directly cited in the productivity report which supports teaching contributions should be highlighted in the chronology of entries and included in the Current Year Information file with a faculty statement of teaching philosophy.

10. **Current Year Service**: Documentation supporting all service and outreach activities for the year (or period) under review that are listed on the productivity report. Any service or outreach activities that are not reported on the productivity report which the faculty member wishes to include should be highlighted on the Primary File chronology of entries and summarized in the Current Year Info file.

11. **Current Year Accepted Research**: A copy of all intellectual contributions accepted for publication during the year (or period) of review. The file should contain ALL supporting documentation for research submitted for publication, accepted for publication and published. Evidence of submission, revision and publication must be provided. Papers accepted for publication in previous years should be maintained in both the Primary and the Back-Up Files.

12. **Current Year Other Research**: This file should contain all other intellectual contributions during the review period including but not limited to manuscripts submitted but not yet accepted for publication, conference presentations, grant work, research in progress, etc.

13. **Other Information**: This file should contain other information and records that the chairperson or dean may wish to include after informing the faculty member. Faculty members may include written responses to such material. On the Productivity Report the faculty member may submit additional remarks. Evidence supporting the additional remarks should be placed in this file (#13) in a separate folder noted as “Support of Additional Remarks.”

The faculty member is responsible for assuring completion of Items 2, 5, 6, 8, 9, 10, 11, 12, and for sending electronic copies of the curriculum vitae, productivity report(s) and course syllabi to their Department Chair. The faculty member is also required to use the Digital Measures technology to prepare their productivity report(s) and vitae. The Department Chair shares responsibility for Items 2, 7, 9, and 12 and has responsibility for Items 1, 3, 4, and 7. The Provost’s Office will periodically issue more detailed instructions for the development and maintenance of faculty personnel files.

**ALL FACULTY FILES MUST BE COMPLETELY UPDATED BY DECEMBER 31ST AND ONLY THE MATERIAL IN THE FILE BY THIS DATE WILL BE EVALUATED.** In the absence of evidence for any mission area, A LETTER indicating such FAILURE TO COMPLY WILL THEN BE INSERTED IN THE FACULTY MEMBER’S FILE BY THE DEPARTMENT CHAIR AND FORWARDED TO THE DEAN. This letter should explain that by not updating the Primary file, this will, according to University policy, result in evaluations of ‘unsatisfactory’ impacting decisions concerning reappointment, retention, promotion, and tenure as well as program...
assignments, sabbatical and other leaves of absence, and performance-based salary increases. In addition, not following University policy could lead to the dismissal of a faculty member.

**Completion and Access to the Files**

The Faculty Evaluation File shall be updated in a timely manner according to the University calendar. On the appropriate deadline date, the file shall be closed for the review period. Only such materials generated, as a consequence of the faculty evaluation shall be added to the file after the deadline date.

Faculty members have the right of access to their Evaluation files at any time during regular office hours, without giving reasons. All others shall have access to the file only on the basis of a need-to-know. Members of a faculty evaluation committee, hearing panel, or administrative officers charged with making Evaluation recommendations are assumed to have a need to know. The appropriate administrative officer shall determine what material is necessary to fulfill the need to know. All persons will treat the material from the file as confidential. The security of all Evaluation files is to be assured. The confidentiality of each file is to be respected.

**Evaluation File: External Evaluations for Promotion and Tenure**

In years when a faculty member who has research or service as an area of significant contribution is being considered for tenure or for promotion, the Evaluation file must contain evaluations of the quality of the faculty member's research or service from persons external to the University. External evaluations are one of the many factors to be considered when evaluating the faculty member. Reviews of the quality of teaching may be conducted by external peers if desired.

The external reviews will be maintained in a separate section of the Evaluation file in the Office of the Dean of the College. The various committees and individuals directly involved in the promotion and tenure review process shall be provided copies of this section of the Evaluation file when they have need. The faculty member shall have the right to see the external reviews after any identifying information has been removed or redacted from the copies. All copies shall be returned to the Dean upon the completion of the review. Upon conclusion of the review process, the external evaluations shall be sealed and shall not be used in any subsequent Evaluation actions.

The external reviewers should be at or above the rank to which promotion is sought. In addition, the external reviewers should come from peer institutions accredited by the AACSB or, when the faculty member is in a department with a doctoral program, from peer institutions with doctoral programs.

The names of persons who will be asked to provide external reviews must be selected with input from the faculty member who is to be evaluated and from the persons in the Department who conduct the promotion/tenure evaluation. The method for identifying external evaluators is for the Departmental Tenure and Promotion Committee and the faculty member each to propose a list of names of appropriate evaluators, selected for their professional competence in the discipline. The Department Chair should request evaluations from three or more persons on each list. A minimum total of four external evaluations is ordinarily required. If four evaluations are not received by the time the file is closed, the deadline for including such evaluations in the file may be extended through the written consent of the faculty member, Department Chair, and Dean.

Individuals who have been closely associated with the person being evaluated, such as coauthors or doctoral research advisors or advisees, may be asked for evaluations but, as with all evaluators, should be requested to
identify their professional or personal relationship to the candidate for promotion and tenure. Additionally, the faculty member must identify any personal and professional relationship to the potential outside evaluators. The provost’s office maintains a peer school listing for outside evaluators. The faculty member has the right to review the list of potential evaluators and comment upon persons who may not provide objective evaluation and to request deletions.

The Department Chair, using letters approved by the Dean, should request the external evaluations, stressing that the standard of significant contribution in research means performance in research which meets or exceeds that of peers recently achieving similar promotion and/or tenure at peer research universities. An assessment of whether the quantity of scholarly work is sufficient for promotion or tenure is a judgment left to the Department, College, and University. The evaluations should be forwarded to the Dean by the external evaluators. Reviews of the quality of teaching may be initiated by the Departmental Promotion, Tenure, and Annual Review Committee or the Department Chair with approval of the faculty member. Examples of such reviews would be reviews based on peer classroom visitation and reviews of syllabi and other classroom materials by outside reviewers. Criteria and procedures for the selection of reviewers must be described by the initiating agent(s) and a copy of this description must be put in the faculty member’s file.

**Notification of Request for Promotion and Tenure**

The Department Chair must be notified by the faculty member of his/her request for being considered for promotion and/or tenure by May 15 of the academic year proceeding the review cycle for promotion and/or tenure. A list of names of external reviewers selected by the faculty member being considered for promotion and tenure must be submitted to the Department Chair by September 10.

**Criteria for Promotion**

**Promotion to Associate Professor – Tenure Track Faculty**

A minimum of six years at the assistant professor level and the appropriate terminal degree are normally required before promotion to associate professor. Prior service at other academic institutions at the rank of assistant professor or higher must be established at the time of appointment or within the first year, using University guidelines for establishing the critical year. Separate guidelines for changing one's critical year are also specified in University documents and shall be followed. The criteria for promotion to associate professor are:

Teaching - The teaching record of the candidate should provide evidence of significant contribution in the teaching area. The reviewers will examine evidence in the file which should include, but is not limited to the following:

- Course design, organization and management
- Maintenance of high academic standards
- Effective instruction
- Effective student advising and counseling

Evidence of the above must include student evaluations and may include peer and Department Chair Evaluations. Evidence of teaching innovations, new course development, and other appropriate activities shall be contained in the Evaluation file and indicated on the annual productivity report.
Research - In promotion to associate professor, the research record should show substantial progress toward becoming a mature and productive scholar within at least one sub-field of the faculty member's discipline. Primary evidence of this progress involves a strong beginning, evidenced by publications in accepted refereed journals of high quality. Evidence of secondary importance includes other types of publications (such as refereed conference proceedings, book reviews, textbooks, and accepted non-refereed journal articles), research grants and research contracts, and papers presented at scholarly meetings. During the critical year review both accepted and published intellectual contributions are considered.

Service - The professional expectations of faculty members with regard to service are described in the "West Virginia University Policies and Procedures for Faculty Evaluations." The following items elaborate on these expectations for faculty members in the College of Business and Economics.

CONTRIBUTION OF SERVICE TO THE DEPARTMENT, COLLEGE, OR UNIVERSITY

Contribution includes involvement in international, national, regional, state or area activities with associations related to his/her professional area and with one's university affiliation identified. Such involvement might include refereeing for academic or professional accepted journals, or participation in the organization of professional meetings.

Contribution may also consist of outreach to the state and the larger community in a professional capacity, such as service-learning activities.

Overall, the consideration for promotion to associate professor must demonstrate significant contribution in research, significant contribution in teaching, and reasonable contribution in service as listed above. In addition, the candidate should be capable of assuming the greater academic responsibilities in furthering the mission of the Department or the College, associated with the rank of associate professor.

PROMOTION TO FULL PROFESSOR

Promotion to the rank of full professor is the highest academic honor that the University awards to its own faculty. Clearly, standards for achievement and performance must be much higher for the promotion to full professor than to associate professor. The candidate must substantially have exceeded the minimum contributions required for the rank of associate professor. A minimum of five years at the associate professor level is normally required before consideration of promotion to full professor. The counting of prior service at other academic institutions at the rank of associate professor or higher shall follow University policy as indicated in the annual faculty evaluation guidelines.

Subsequent to promotion to professor, the individual should demonstrate continuing adherence to all of the standards required for promotion to associate professor with the following additional requirements.

Teaching - Continued adherence to the standards required for promotion to associate professor for the entire period since the previous promotion or the time of joining the University.

Research - The candidate for promotion to full professor will have become a mature and productive scholar within at least one sub-field of the faculty member's academic discipline. Evidence will include publications in accepted refereed journals of high quality with secondary importance attached to other outlets for scholarly research. Research and refereed publications will count heavily in the promotion to professor. A steady level of research activity is also important. When appropriate, the candidate for promotion should have had responsibility for and supervision of graduate students' research. During the review published intellectual contributions are considered.
Service - The candidate must demonstrate a strong leadership role in the College, University, or external community. The professional expectations of faculty members with regard to service are described in the "West Virginia University Policies and Procedures for Faculty Evaluations." Valued professional service activities include, for instance, editorships of accepted academic or professional journals.

Subsequent to promotion to associate professor, the candidate for promotion to full professor should have exhibited a significant contribution in research, a significant contribution in teaching and a reasonable contribution in service as indicated above (unless the faculty member's areas of significant contribution have been changed). In addition, the candidate should be capable of assuming the additional academic responsibilities in furthering the mission of department and college, associated with the rank of full professor at West Virginia University.
C RITERIA FOR T ENURE

INTRODUCTION

Tenure is designed to ensure academic freedom and to provide professional stability for the experienced faculty member as well as for the College and University. It is a means of protection against the capricious dismissal of an individual who has served faithfully and well in the academic community.

Continuous self-evaluation, as well as regular evaluation by peer and administrative Evaluation, with feedback to the faculty member on progress towards tenure, is essential to the viability of the tenure system. Tenure should never be permitted to mask irresponsibility, mediocrity, or deliberate refusal to meet academic requirements or professional responsibilities.

C RITERIA

A faculty member's record of research and refereed publications of high quality is given strong weight in considering the awarding of tenure. Evidence of such research is similar to that outlined under the criteria for promotion to associate professor or professor as appropriate. It is further important for the faculty member to document ongoing research activity in the form of research in progress, working papers submitted to accepted refereed journals and revision requests from journal editors. The candidate for tenure should provide evidence of significant contributions in the area of research.

A faculty member's record of teaching is given strong weight in considering the awarding of tenure. The candidate for tenure should provide evidence of significant contributions in the area of teaching. Additional evidence is similar to that outlined under the criteria for promotion to associate professor or professor, as appropriate.

A faculty member's record of service is important in considering the awarding of tenure. The candidate for tenure should provide evidence of reasonable contributions in the area of service. Such evidence would be similar to that outlined under the criteria for promotion to associate professor or professor, as appropriate.

In reviewing the candidate's record in research, teaching, and service, the granting of tenure should be based not only on the past performance of the faculty member in these three areas, but also on the expectation of a continuation of a high level of performance in the future.

The faculty member should exhibit competence and working effectiveness with faculty and students, such as is valuable in furthering the mission of the Department and the College.

In the awarding of tenure, consideration should be given to the impact on the Department and College. Attention should be given to programmatic needs, staffing flexibility, and continued accreditation. Since tenure may be a lifetime obligation, such decisions should be made with careful attention to their impact on the academic programs.

The identification of a faculty member's critical year shall be established at the date of appointment. For faculty with prior service in tenure track positions at other institutions the critical year should be established at the time of appointment, but certain modifications can be requested during their first year at West Virginia University. For faculty without prior service, the critical year may in exceptional cases be moved up by one year at a later stage. The University policies regarding critical years are contained in the annual faculty evaluation guidelines memorandum.
Depending on the purpose, time spent on a leave without pay may or may not count when calculating years of service for a probationary faculty member. Whether leave time counts or not must be an explicit part of the agreement between the probationary faculty member and the College.

**MERIT**

**Criteria for Merit**

Characterizations of performance as “excellent,” “good,” “satisfactory,” and “unsatisfactory” will be those used in the annual faculty evaluation with the research characterization based on the characterization of research as stated in the evaluation’s three-year roll research assessment. These performance characterizations are turned into a 3, 2, 1, 0 point system with 3 for excellent and 0 for unsatisfactory. A faculty member’s score is based on all evaluations of that year. Typically, for untenured faculty there are annual evaluations by the department, the department chair, the College and the Dean. For tenured faculty, typically there are two evaluations, one by the department and one by the department chair. A faculty member’s final merit score is a weighted average of his or her workload weights (e.g. 40-40-20) and it accounts for the number of evaluations. For example, Excellent in all categories and all evaluations produces a merit score of 300 while Unsatisfactory in all categories and all evaluations results in a merit score of 0000.

The university provides the college with a merit pool that is a percentage of the payroll (measured as of June 30). The college creates a merit salary adjustment pool for each department, faculty administrators, and non-tenure track faculty. The pool is reduced by a percentage (normally up to 5%) of the total pool for college market adjustments. The remaining amount is set aside for the purpose of merit adjustments on the basis of performance evaluations. By Provost policy, all first year faculty receive a fixed percent merit increase. This further reduces the pool to be used for merit. The available merit pool is arrived at by:

Total Salaries multiplied by the merit percentage

- Less: 5% of that amount
- Less: 1st year employee’s salaries multiplied by the merit percentage
- Equals: Merit pool

A conversion to percentage is accomplished by:

1. Convert merit points to percentage scale by multiplying the rating for each category by the faculty profile weight.
2. Total the weighted points for all categories.
3. Multiplying the salary by the weighted points.
4. Dividing the pool available by the result above.
5. Multiplying the result of 3 by the result of 4.

The annual Performance Review process is the basis for the merit salary adjustment. The final recommendations for performance-based salary adjustments are forwarded to the dean by the associate dean for academic affairs. These recommendations may include comments regarding clearly exceptional performances or other special concerns issues. The dean will make the final determination regarding all performance-based salary
adjustments, including those referred to as “Dean’s Special Concerns.” It is understood that final determinations are made by the dean subject to review by the Provost in order to ensure compliance with the University Salary Policy.

Medical and other leaves of absence are not covered by this process. Other policies exist to provide for these situations. Unpaid leaves of absence usually do not include accomplishments for the University and are not relevant for the purpose of the process.

Faculty members on a sabbatical or professional leave for one year or less are considered to have a special work assignment for the leave period. The appropriate annual Productivity Report must include the leave period and should include a statement of the work to be undertaken or that was completed while on leave. The annual performance evaluation will evaluate time and work in residence (i.e., non-leave time) at the College in the normal fashion; accomplishments of the leave time will be judged against the expected accomplishments specified in the leave document.

It is recognized that there are different expectations of faculty with doctoral program responsibility versus those faculty whose primary focus is at the undergraduate or masters level. In recognition of these mission differences, there should be different teaching, research, and service evaluative criteria. These criteria should be specified in a departmental document and/or should be apparent and enforced through the College-wide Performance Review Committee’s evaluations.

**Changing Areas of Significant Contribution**

When a faculty member achieves tenure, the criteria requiring significant contributions in teaching and research, and reasonable contributions in service may be modified on an individual basis to require significant contributions in a different pair of these categories, with reasonable contributions required in the third. The requirements for promotion to full professor described in this document must then be adapted as appropriate. A change in areas of significant contribution should be initiated to assist the Department or the College in achieving its mission and goals, as it addresses the three areas of University concern, and must be approved by the faculty member, the Department Chair, the Dean, and the Provost.

**Annual Reviews of Research for Determining Merit-Based Salary Increases - (APPROVED BY APC 2/15/12)**

This guideline outlines the evaluation process for research in the annual review of faculty for determining merit-based salary increases. In support of the University’s and College’s strategic mission, the guideline is intended to encourage, recognize and reward high level research and publication. This guideline expires on December 31, 2016 and must be renewed or replaced by a revised guideline at that time.

Whenever possible, research will be evaluated based on the prior three years of activity. For example, a faculty member being evaluated in January of 2015 will be evaluated based on research output in calendar years 2012, 2013 and 2014.

In all cases, the appropriate reviewing committees and/or individuals have the ultimate ability to award the rating that they believe to be appropriate. However, the following guidelines are strongly encouraged, and all evaluators are expected to adhere to the guidelines unless extenuating circumstances exist.
A journal publication should be evidence of a significant research contribution. The research contribution of notes, reviews, comments, etc., should be evaluated by the reviewing individual/committee on this basis, as appropriate for the discipline, and not simply on the publication outlet. Reasonable allowance may also be made by the reviewing individual/committee for factors including but not limited to:

- Non-alphabetical order of authors on a publication
- Reported contribution to a publication
- Impact of publication in the field
- Best paper awards
- Citation counts
- Special issues
- Type of article (note, comment, research article, etc.)
- Awarding of grants related to research

This guideline is independent of any policies regarding the promotion and tenure process and applies only to the annual review process for determining merit-based salary increases. In effect, a “dual rating” system will exist whereby the annual evaluation will consist of a one year review and the annual review process for determining merit-based salary increases will be over a three year window.

Consider the following example in which the Annual P&T Evaluation and Merit Evaluation would differ:

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Review Date</th>
<th>Research Productivity</th>
<th>Annual Evaluation</th>
<th>Merit Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>January 2013</td>
<td>A+ publication</td>
<td>Excellent</td>
<td>Excellent</td>
</tr>
<tr>
<td>2013</td>
<td>January 2014</td>
<td>Submitted 2 articles to scholarly journals</td>
<td>Satisfactory</td>
<td>Excellent</td>
</tr>
<tr>
<td>2014</td>
<td>January 2015</td>
<td>Revised a journal for resubmission</td>
<td>Satisfactory</td>
<td>Excellent</td>
</tr>
</tbody>
</table>

**Evaluation of Faculty Members with Three Years of Evaluation Material:**

For faculty members with a research workload of 40%

**Excellent:**

Evidence of ongoing research during each calendar year and

At least one A+ journal publication on the departmental journal lists (regular article with substantial author contribution) or

Any combination of A+ journal publications on the departmental journal lists (less substantial author contribution) and/or A journal publications on the
departmental journal lists (regular article with substantial author contribution\(^1\)) totaling two

### Good:

- Evidence of ongoing research during each calendar year and
- At least one A journal publication on the departmental journal lists (regular article with substantial author contribution\(^1\)) or at least two A journal publications on the departmental journal lists (less substantial author contribution\(^1\)) or four B journal publications on the departmental journal lists

### Satisfactory:

- Evidence of ongoing research during each calendar year and
- At least one B journal publication on the departmental journal lists or at least three refereed journal publications

### Unsatisfactory:

Any faculty member not meeting the criteria necessary to be rated Satisfactory in research will receive an unsatisfactory rating. Faculty members receiving a rating of unsatisfactory may have their workload adjusted accordingly.

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**Evidence of Ongoing Research**

Examples of evidence of ongoing research include, but are not limited to, documentation of work in progress as required in the P&T file, submissions to high level academic journals of at least B-level on the departmental journal lists, papers under revision for re-submission at least B-level on the departmental journal list, the awarding of grants related to research activities.

**For Faculty Members with a Research Workload Other Than 40%:**

Evaluating committees and individuals are expected to extrapolate the above guidelines and reach appropriate conclusions regarding the evaluation.

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\(^1\) If four or more authors are listed on an article, the faculty member’s contribution to the article should be substantiated.

**Phase-In Period:**

The guideline will be phased-in in the following manner:

**2012 calendar year (evaluation in January 2013)** Faculty will be evaluated using the guidelines currently in place (i.e. one year).
2013 calendar year (evaluation in January 2014) Faculty will be evaluated for the two-year period 2012 and 2013. The evaluating committee(s) and individuals will utilize their best judgment in evaluating over the two year period.

2014 calendar year (evaluation in January 2015) All faculty are reviewed using the guidelines outlined above.

New Tenure-Track Faculty:
In cases where a new tenure-track faculty member is being credited with two or more previous years of research towards tenure, the guideline will apply as it would to any other faculty member in the College.

In the case of a new faculty member with one or no prior years of research credit, the reviewing committee(s) and individual(s) will evaluate the individual as appropriate for the discipline and department, until that time when the faculty member has three years of research productivity applicable to the annual review process, after which the faculty member will be evaluated as per this guideline.
CRITICAL DATES
(Dates are approximate deadlines; specific schedules will be released each year by the Dean’s Office)

Mid December: Dean’s deadline to Provost for those professors qualifying for Senior Faculty Enhancement.

December 31st: Last day for faculty to update file.

1st Week in January: Department Promotion and Tenure Committee deadline for evaluation of 1st year untenured assistant professors.

Faculty deadline to Department Chair for requests for sabbatical and professional development leaves for the 1st semester or academic year.

Mid-January: Department Promotion and Tenure Committee deadline for evaluation of 2nd, 3rd, 4th, 5th, and critical year untenured assistant professors and other candidates for promotion.

Department Chairs’ deadline for evaluation of 1st year untenured assistant professors.

Department Chair’s deadline for approval of sabbatical and professional development leave.

Department Chair deadline to Dean for requests for sabbatical and professional development leaves for the 1st semester or academic year.

1st Week in February: Department Chair’s deadline for evaluation of 2nd, 3rd, 4th, 5th and critical year untenured assistant professors and other candidates for promotion.

Department Chair’s deadline for approval of emeritus status.

College Promotion and Tenure Committee deadline for evaluation of 1st year untenured assistant professors.

Dean’s deadline for evaluation of 1st year untenured assistant professors.

Dean’s deadline for approval of sabbatical and professional development leave.

Dean deadline to Provost for requests for sabbatical and professional development leaves for the 1st semester or academic year.

2nd Week in February: Department Promotion and Tenure Committee deadline for evaluation of all other untenured assistant professors.
College Promotion and Tenure Committee deadline for evaluation of 2nd, 3rd, 4th, 5th, and critical year untenured assistant professors and other candidates for promotion.

1st Week in March: Department Chair’s deadline for evaluation of all other untenured assistant professors.

Department Chair’s deadline for approval of emeritus status.

Mid-March: Dean’s deadline for evaluation of 2nd, 3rd, 4th, 5th, and critical year untenured assistant professors.

Deadline for the notice of intent to reappoint for untenured assistant professors.

1st Week in April: Dean’s deadline for evaluation of all other untenured assistant professors.

1st Week in May: Dean’s deadline for approval of emeritus status.

Mid June: Department Chair’s deadline to Dean for requests for sabbatical and professional development leaves for the 2nd semester.

Mid July: Department Chair’s deadline to Dean for requests for sabbatical and professional development leaves for the 2nd semester.

1st Week in August: Dean’s deadline to Provost for requests for sabbatical and professional development leaves
## COMPARISON OF GENERAL CRITERIA

<table>
<thead>
<tr>
<th>Time in Rank</th>
<th>Promotion and Tenure</th>
<th>Merit</th>
<th>Salary Enhancement Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Promotion to Associate</strong></td>
<td>A minimum of six years at the assistant professor level and the appropriate terminal degree.</td>
<td>Available to all tenure track and non-tenure track faculty,</td>
<td>Only available to full professors that have been full professors at least 5 years.</td>
</tr>
<tr>
<td><strong>Promotion to Full Professor</strong></td>
<td>A minimum of five years at the associate professor level is normally required before consideration of promotion to full professor. The counting of prior service at other academic institutions at the rank of associate professor or higher shall follow University policy as indicated in the annual faculty evaluation guidelines.</td>
<td>Characterizations of performance will be the same as those used in the annual faculty review: “unsatisfactory,” “satisfactory,” “good,” and “excellent.” Faculty receiving a performance rating of “satisfactory,” “good,” and “excellent” will be eligible for performance-based salary adjustments. For a given calendar year, faculty members can normally receive a maximum of 9 points for performance measurement, with 3 points maximum being allocated to teaching, 3 points maximum to research, and 3 points maximum to service. A rating of satisfactory receives 1 point, a rating of good receives 2 points, and a rating of excellent receives 3 points. Those points are then multiplied by the faculty profile percent in each category to arrive at weighted points. A total of 300 weighted points are possible. The university provides the college with a merit pool that is a percentage of the</td>
<td>Applicants shall be evaluated according to the qualitative expectations now used by the University in judging eligibility for promotion to rank of professor or the equivalent. A faculty member recognized under this program will have performance that continues to make significant and substantial contributions and reflects the qualitative expectations of one at the rank of professor. Additionally, a preponderance of characterizations of “excellent” or “good” in the faculty member’s work assignment(s) will normally be expected as minimal evidence of continued productivity. Ratings for all areas will be considered, whether or not an area is one in which a significant contribution is expected. For purposes of this program, “preponderance” is normally defined as</td>
</tr>
<tr>
<td><strong>Teaching</strong></td>
<td>The teaching record of the candidate should provide evidence of significant contribution in the teaching area. The reviewers will examine evidence in the file which should include, but is not limited to the following:</td>
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<td>- Course design, organization and management</td>
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<td>- Maintenance of high academic standards</td>
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<td>- Effective instruction</td>
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<td>- Effective student advising and counseling</td>
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<td>Evidence of the above must include student evaluations and may include peer and Department Chair Evaluations. Evidence of teaching innovations, new course development, and other appropriate activities shall be contained in the Evaluation file and indicated on the annual productivity report.</td>
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<td>Continued adherence to the standards required for promotion to associate professor for the entire period since the previous promotion or the time of joining the University.</td>
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<td>Characterizations of performance will be the same as those used in the annual faculty review: “unsatisfactory,” “satisfactory,” “good,” and “excellent.” Faculty receiving a performance rating of “satisfactory,” “good,” and “excellent” will be eligible for performance-based salary adjustments. For a given calendar year, faculty members can normally receive a maximum of 9 points for performance measurement, with 3 points maximum being allocated to teaching, 3 points maximum to research, and 3 points maximum to service. A rating of satisfactory receives 1 point, a rating of good receives 2 points, and a rating of excellent receives 3 points. Those points are then multiplied by the faculty profile percent in each category to arrive at weighted points. A total of 300 weighted points are possible.</td>
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<td>The university provides the college with a merit pool that is a percentage of the</td>
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<td>Applicants shall be evaluated according to the qualitative expectations now used by the University in judging eligibility for promotion to rank of professor or the equivalent. A faculty member recognized under this program will have performance that continues to make significant and substantial contributions and reflects the qualitative expectations of one at the rank of professor. Additionally, a preponderance of characterizations of “excellent” or “good” in the faculty member’s work assignment(s) will normally be expected as minimal evidence of continued productivity. Ratings for all areas will be considered, whether or not an area is one in which a significant contribution is expected. For purposes of this program, “preponderance” is normally defined as</td>
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<tr>
<td>Promotion and Tenure</td>
<td>Promotion to Associate</td>
<td>Promotion to Full Professor</td>
<td>Merit</td>
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<tr>
<td><strong>Salary Enhancement Program</strong></td>
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<td><strong>Research</strong></td>
<td>Research record should show substantial progress toward becoming a mature and productive scholar within at least one sub-field of the faculty member’s discipline. Primary evidence of this progress involves a strong beginning, evidenced by publications in accepted refereed journals of high quality. Evidence of secondary importance includes other types of publications (such as refereed conference proceedings, book reviews, textbooks, and accepted non-refereed journal articles), research grants and research contracts, and papers presented at scholarly meetings. During the critical year review both accepted and published intellectual contributions are considered.</td>
<td>The candidate for promotion to full professor will have become a mature and productive scholar within at least one sub-field of the faculty member’s academic discipline. Evidence will include publications in accepted refereed journals of high quality with secondary importance attached to other outlets for scholarly research. Research and refereed publications will count heavily in the promotion to professor. A steady level of research activity is also important. When appropriate, the candidate for promotion should have had responsibility for and supervision of graduate students’ research. During the review published intellectual contributions are considered.</td>
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<td><strong>Service</strong></td>
<td>The professional expectations of faculty members with regard to service are described in the &quot;West Virginia University Policies and Procedures for Faculty Evaluations.&quot; The following items elaborate on these expectations for faculty members in the College of Business and Economics. Contribution includes involvement in international, national, regional, state or area activities with associations related to his/her profession.</td>
<td>The candidate must demonstrate a strong leadership role in the College, University, or external community. The following guidelines are strongly encouraged, and all evaluators are expected to adhere to the guidelines unless extenuating circumstances exist. A journal publication should be evidence of a significant research contribution. The research contribution of notes, reviews, comments, etc., should be evaluated by the reviewing individual/committee on this basis, as at least 80 percent of the ratings being excellent or good. In no instance will an applicant who has received a rating of “unsatisfactory” in any area in the five full years preceding application be considered. For professors who have been at that rank for many years, the review will be on the five full-years immediately preceding application.</td>
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<td>Promotion and Tenure</td>
<td>Merit</td>
<td>Salary Enhancement Program</td>
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<tr>
<td>Promotion to Associate</td>
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<tr>
<td>Promotion to Full Professor</td>
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<td>professional area and with one's university affiliation identified. Such involvement might include refereeing for academic or professional accepted journals, or participation in the organization of professional meetings.</td>
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<td>Contribution may also consist of outreach to the state and the larger community in a professional capacity, such as service-learning activities.</td>
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<td>Overall, the consideration for promotion to associate professor must demonstrate significant contribution in research, significant contribution in teaching, and reasonable contribution in service as listed above. In addition, the candidate should be capable of assuming the greater academic responsibilities in furthering the mission of the Department or the College, associated with the rank of associate professor.</td>
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<td>for instance, editorships of accepted academic or professional journals.</td>
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<td>appropriate for the discipline, and not simply on the publication outlet. Reasonable allowance may also be made by the reviewing individual/ committee for factors including but not limited to:</td>
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<td>- Non-alphabetical order of authors on a publication</td>
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<td>- Reported contribution to a publication</td>
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<td>- Impact of publication in the field</td>
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<td>- Best paper awards</td>
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<tr>
<td>- Citation counts</td>
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<td></td>
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<tr>
<td>- Special issues</td>
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<tr>
<td>- Type of article (note, comment, research article, etc.)</td>
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<tr>
<td>- Awarding of grants related to research</td>
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COMPARISON OF RATING CRITERIA FOR ANNUAL P&T REVIEWS

PREAMBLE:

ANNUAL EVALUATIONS ARE USED FOR RETENTION, TENURE, AND PROMOTION DECISIONS AS WELL AS SALARY ENHANCEMENT FOR CONTINUED ACADEMIC ACHIEVEMENT. BELOW, ARE GENERAL GUIDELINES THAT CAN BE USED BY REVIEWING COMMITTEES, DEPARTMENT CHAIRS AND DEANS WHEN EVALUATING FACULTY PERFORMANCE. REVIEWS RELY UPON PROFESSIONAL JUDGMENT OF PEERS. AS SUCH, THE GUIDELINES BELOW ARE LIKELY TO HOLD IN MOST CASES, YET FOR PARTICULAR CIRCUMSTANCES, MAY NOT ADEQUATELY REFLECT THE FACULTY MEMBER'S PRODUCTIVITY AND ACCOMPLISHMENTS. PERFORMANCE ASSESSMENT SHOULD BE BASED ON A HOLISTIC EVALUATION OF THE INFORMATION PROVIDED BY FACULTY IN THEIR FILES.
## COMPARISON OF RATING CRITERIA FOR ANNUAL P&T REVIEWS

<table>
<thead>
<tr>
<th>Teaching</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
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<tr>
<td>In general, poor student evaluations, a lack of documentation referencing any continuing teaching improvement, and/or poor peer reviews.</td>
<td>In general, the faculty member is meeting teaching expectations in that there is evidence of average student evaluations, some documentation referencing continuing teaching improvement, and/or average peer reviews of teaching performance. SEI’s are not the sole measure of teaching effectiveness.</td>
<td>In general, there is evidence of above average teaching, as characterized by above average student evaluations, documented evidence of notable continuing teaching improvement as shown through teaching innovation, development, and effectiveness, and/or positive peer reviews of teaching performance. SEI’s are not the sole measure of teaching effectiveness.</td>
<td>In general, there is evidence of superior teaching evaluations, documentation of significant continuing teaching improvement through teaching innovation, development and effectiveness, and/or laudatory peer reviews of teaching effectiveness. Some aspect of teaching performance must be characterized as outstanding. SEI’s are not the sole measure of teaching effectiveness.</td>
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<tr>
<th>Research</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
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<tr>
<td>In general, a faculty member that shows little or no evidence of research activity in the recent past. No acceptances in peer reviewed journals, no substantial evidence of development or advancement of new research projects.</td>
<td>In general, a continued steady flow of new research or acceptances in peer reviewed journals. Other indicators of an active research program include but are not limited to accepted peer-reviewed conferences, invited academic presentations, publications in research-focused books, revise and resubmits, authorship of research-focused books, and external research support from grants and contracts.</td>
<td>In general, a above average flow of new research including acceptances in nationally or internationally recognized peer reviewed journals. Other indicators of a meritorious research program include but are not limited to accepted peer-reviewed conferences, invited academic presentations, publications in research-focused books, revise and resubmits, authorship of research-focused books, and external research support from grants and contracts. The faculty member must have a significant role in the grant. Grant awards must be in the year being evaluated and do not solely advance the promotion or tenure for the faculty member.</td>
<td>In general, an exemplary flow of new research, including publications in the premiere national and international journals. Other indicators of a meritorious and exemplary research program include but are not limited to publishing original research in books at major academic presses, evidence of impact, and successful efforts to obtain external support from nationally or internationally recognized funding sources for research (such as NSF or NIH). The faculty member must have a significant role in the grant. Grant awards must be in the year being evaluated and do not solely advance the promotion or tenure decision for the faculty member.</td>
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<tr>
<th>Service</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
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<tr>
<td>In general, minimal participation with internal (department, college and/or university) and external service activities.</td>
<td>In general, reasonable participation in the operations of the department and college, including committees and other efforts to help the department and college achieve strategic objectives. Generally, also requires some service to the University, academia (including leadership positions, editing and reviewing for academic publications and conferences, and/or reviewing grants), external organizations, or the State.</td>
<td>In general, active, above average, and/or leadership participation in the operations of the department and college, including committees and other effort to help the department and college achieve strategic objectives. Generally, also requires reputation-enhancing service to the University, external organizations, or the State.</td>
<td>In general, well-above average and/or significant leadership assignments in the operations of the department and college, including committees and other effort with responsibility for the achievement of department and college strategic objectives. In general, also requires significant reputation-enhancing service to the University, academia, external organizations, or the State.</td>
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*Average does not imply the arithmetic average*
**ANNUAL REVIEW FLOWCHART**

1. **Faculty Member** Completes Annual Productivity Report and places in file.
   - **Dean** Reviews.
     - **YES** Approves Y/N.
     - **NO** Dean Reviews.

2. **Director and Faculty member** develop and sign workload agreement for upcoming year.
   - **Dean** Reviews.

3. **Faculty File**
   - **YES** Divides Director.
   - **NO** Dean makes recommendation to Provost.

4. **Department Committee** Reviews file and makes performance recommendation.
   - **Probationary** Y/N.
     - **YES** Makes Chair/Professorship recommendation to Dean.
     - **NO** Requires Action Y/N.
       - **YES** Dean makes recommendation to Provost.
       - **NO** Stop.

5. **College P&T Committee** reviews file, recommendations and recommends action to the dean. Also forwards results to merit committee.

6. **Eligible for Sr. Faculty Enhancement**
   - **YES** Dean makes recommendation to Provost.
   - **NO** Stop.
NON-TENURE TRACK FACULTY APPOINTMENTS

ADJUNCT FACULTY

Adjunct faculty members are hired to address specific teaching needs for a particular semester or year. Compensation is set on a per course basis, normally not to exceed .80 FTE--four courses a semester or the equivalent.

Adjunct faculty must be either Academically or Professionally qualified under College guidelines with normally a minimum of a master’s degree. Adjunct faculty are required to meet all scheduled class sessions, set clear expectations for student performance and maintain clear records of grades. All syllabi should be sent to the appropriate department office by the 3rd week of the semester. Adjunct faculty should hold regular office hours per week and be accessible to students at other times through face to face, email or telephone contacts with the opportunity for students to schedule appointments.

Adjunct faculty for whom there is a confirmed expectation of employment across the year at six courses or greater (3:3 or 4:2), should be offered benefits-eligible appointments.

Adjunct faculty without a proven record of teaching ability at WVU will normally be offered only single semester appointments.

*Adjunct faculty must update their Digital Measures teaching record before the end of the semester in which they are teaching.*

Annualized (benefits-eligible) letters come from the Dean. Letters for one-semester assignments come from the Department Chair.

Departments periodically post positions for Adjunct faculty. Applications are accepted at any time and are kept on file for two years. Current vitae are required for all adjunct faculty members.

For all classes taught, adjunct faculty are required to conduct Student Evaluations of Instruction (SEI) and will be evaluated accordingly.

Additionally, adjunct faculty are required to complete Annual Productivity Reports and annually update their vita via Digital Measures (DM) by December 31 of each year.

VISITING FACULTY

Visiting faculty are 1.0 FTE, non-tenure track. Visiting faculty may be offered up to three one-year appointments without subsequent authorization by the Provost’s Office. With annual approval by the Provost’s office, up to three additional one-year appointments are possible, subject to the needs of the unit and the results of annual
evaluations, but in no case is a full-time visiting appointment to extend for more than a total of six years. These positions may be used to “hold” open tenure-track lines until a search for a permanent faculty person can be appropriately conducted, or as “teaching post-docs.” This title might also be used for an intended tenure-track hire who is ABD at the time of appointment. For all classes taught, faculty members are required to file syllabi and conduct Student Evaluations of Instruction (SEI).

Additionally, visiting professors are required to complete Annual Productivity Reports and annually update their vita via Digital Measures (DM) by December 31 of each year.

TERM APPOINTMENT TEACHING FACULTY

Titles: Teaching Instructor, Teaching Assistant Professor, Teaching Associate Professor, Teaching Professor

Term appointment faculty are expected to be 1.0 FTE, where the workload includes 80% instruction and 20% service. A 1.0 FTE assignment is normally four three-credit courses per semester. At 1.0 FTE, Teaching Faculty are subject to annual evaluations to determine reappointment and eligibility for the University merit raise pool. Teaching Faculty are also eligible for Annual Experience Increment (AEI) after three years of 1.0 FTE employment. An individual may continue in term appointments indefinitely, contingent upon performance, need and available funding.

1. All new/replacement Teaching Faculty positions must be approved by the Dean of the College of Business and Economics and the Office of the Provost.

2. A formal search process is required for all Teaching Faculty unless exceptions are approved by the Office of Social Justice.

3. Teaching Faculty may be eligible for reappointment. Reappointment will be determined primarily on the faculty member’s performance of their assigned duties. However, other factors that may lead to cessation of the appointment include: resource availability, program viability, and the need to staff specific classes. The initial appointment of Teaching Faculty is for one year, but subsequent offers can provide the opportunity for a term appointment not to exceed three years before another offer of reappointment. No number of term appointments shall create any presumption of a right to appointment as a tenure-track or a tenured faculty.

4. The workload for Teaching Faculty will be 80% instruction and 20% service/outreach. Normally, no research will be assigned. Per WVU Promotion and Tenure (P&T) document (Part III.B., page 4, 2009-10 version): "Faculty members are expected to undertake a continuing program of studies, investigations, or creative works." For Teaching faculty, this will be defined as expectation that the annual file include evidence of professional development, professional interactions, systematic assessment of instructional processes/outcomes and application of findings to enhancing course and program effectiveness.
5. All Teaching Faculty will ordinarily be required to serve on a minimum of one Department Committee and one College Committee. Teaching Faculty are not eligible to serve on the Department and College P&T Committees.

6. Teaching Faculty should also be involved in appropriate professional interactions and outreach in support of the program and College mission.

7. For all classes taught, faculty are required to conduct Student Evaluations of Instruction (SEI) and submit to the Department Office syllabi for all classes taught by the third week of the semester.

8. Teaching Faculty are required to keep a minimum of 5 office hours per week and be accessible to students at other times through face to face, email or telephone contacts with the opportunity for students to schedule appointments.

9. Teaching Faculty are required to complete their Annual Productivity Report and annually update their vita via Digital Measures by December 31 of each year. A primary file will be stored in the Office of the Department Chairperson. The file should contain at a minimum: the letter of appointment, a copy of the annual workload assignment, a current vita, a completed and signed College Productivity Report, copies of all past annual evaluations, the summary sheets from the Student Evaluations of Instruction (SEI), all course syllabi for courses taught for the year being reviewed, other documentation related to teaching, documentation of all service and outreach activities, and other documentation that the faculty or Chair may want to include. However different or additional information may be required as a part of the workload and performance evaluation process for the Department, College or University. A backup file of supporting material should be maintained by the faculty member. This backup file should be readily available for review if requested.

10. Teaching Faculty will meet individually during the Spring Semester with the Department Chair and determine the work load assignments for the coming academic year, if the Teaching Faculty is to be reappointed. Otherwise the meeting will serve as an exit interview.

12. Criteria for Appointment:

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<th>Credentials at Appointment</th>
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<tr>
<td><strong>Teaching Instructor</strong></td>
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<td><strong>Teaching Assistant Professor</strong></td>
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12. Teaching faculty who wish to stand for promotion must have a sustained record of excellence in the classroom and significant meritorious contributions in service/outreach. The faculty member must also have evidence of significant curriculum innovations and assessment results showing evidence of significant
programmatic contribution to the University’s teaching mission. Evidence will normally include systematic assessment of instructional processes/outcomes, application of findings to enhancing course and program effectiveness, and evidence of ongoing contribution to solving problems and addressing Department-, College-, and University-defined needs, priorities, and initiatives.

External evaluations will not be required for promotion in these teaching-centered positions. It is recommended that the faculty member have regular peer evaluations of their teaching.

Promotion to senior ranks is not a requirement for institutional commitment and career stability in a Teaching Faculty appointment. For these term appointments, the College of Business & Economics follows the same promotion timeline governing tenure-track positions; that is, subject to reappointment, a Teaching faculty member and her/his Chair may choose to initiate consideration for the first promotion during the sixth year (with promotion effectively beginning year seven), or later. A faculty member whose application for promotion is unsuccessful must wait at least one full year after the decision is rendered before submitting another application. Ordinarily, the interval between promotions at West Virginia University will be at least five years. Promotions after the first promotion will be based on achievement since the previous promotion.

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<tr>
<th>Promotion in Rank</th>
<th>Promotion Limitations</th>
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<tr>
<td><strong>Teaching Instructor</strong></td>
<td>May be promoted to Teaching Assistant Professor and Teaching Associate Professor</td>
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<tr>
<td><strong>Teaching Assistant Professor</strong></td>
<td>May be promoted to Teaching Associate Professor and Teaching Professor</td>
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**Faculty Participation**

Research Faculty and Term Appointment Teaching Faculty, along with Tenure Track Faculty, must be a part of the overall life and procedures of the unit.
Visiting faculty would normally be involved in informational and current-year aspects, but not necessarily in decision-making that shapes the future of the College or Department depending on the nature of the Visiting appointment.

Adjunct Faculty, Research Faculty and other Faculty Equivalents (FEAPs) (described at http://classcomp.hr.wvu.edu/r/download/54056) receive annual appointment letters, defining the responsibilities/expectations of their appointment for the next fiscal year or portion thereof.

Term Appointment Teaching Faculty receive term appointment letters, defining the responsibilities/expectations for the designated term of appointment.

All faculty members receive annual evaluations. Tenure Track Faculty and Term Appointment Teaching Faculty should have annual workload plans.

Tenure Track Faculty, Research Faculty and Term Appointment Teaching Faculty are hired following standard University search protocol, as are faculty for whom an appointment with tenure may be appropriate.

Adjunct Faculty are hired according to the following recommended department procedures:

- The department periodically posts requirements for potential Adjunct Faculty needs.
- Applications are accepted at any time and are kept on file for two years.

**ADDITIONAL INFORMATION**

**GRANTS:**
Faculty development, research and travel grants require faculty to have a 1.0 FTE appointment.

**P&T MEMBERSHIP:**
Members of the College P&T committee and Department P&T committees are required to have tenure.

**GRADUATE FACULTY STATUS:**
Current University guidelines state “faculty holding non tenure-track appointments may be considered for graduate faculty membership” with stipulation that they “must meet the same criteria for review, approval, and continuation as do tenure-track faculty” (http://graduatecouncil.wvu.edu/university_graduate_faculty_information)

**PROFESSIONAL DEVELOPMENT PROGRAM/SABBATICAL LEAVE:**
Term Appointment Teaching Faculty are eligible to apply for the Professional Development Program (Not Research Sabbatical Leave), given the focus of teaching in their appointment. The decision to support, at the department level and above, will include consideration of whether the proposal makes sense, aligns with unit and College priorities, will result in contributing to “the enhancement of the skills of the employee and to the mission and goals of the unit and University," and whether the department can manage coverage of the duties, as is consistent with all leave applications.
Research Faculty are eligible for the Professional Development Program. However, because these positions are externally funded, approval of such leave is contingent upon continuation of external funding during the period of leave. In the College, professional development activities are normally expected to be written into the Research Faculty member’s grant funding.

**Rights of Term Appointees (Teaching Faculty):**

Term Appointees have the right to vote in department meetings at the discretion of the department. They will be counted in determining Senate representation, and, as full-time faculty members, will be eligible for Senate and Faculty Development Grants.

**Performance of a Term Appointee that is Below Expectation:**

If performance of a term appointee is below expectation, as confirmed through the annual evaluation process, the term appointment need not be renewed. No specific reason need be given for the decision not to renew, although there should be timely notice that the appointment will not be renewed. As indicated in the Evaluation Calendar, “Full-time non-Tenure Track Faculty should be mailed notification (by April 1) if their contract will not be renewed.”

Please note that unsatisfactory performance could result in termination at the end of an academic year.

**Note on a Moving Tenure-Track Faculty Member to Non-Tenure Track:**

If a tenure-track faculty member is a successful teacher but inadequate in research, s/he may NOT be moved to a non-tenure track teaching faculty term appointment. However, they could be an applicant for a newly-created term position at a lower entry-level salary.

For a traditional tenure-track faculty member, the critical year may NOT be delayed by temporarily giving the individual a non-tenure track instructional term appointment.
I. Faculty

A. Department of Accounting

The Department of Accounting faculty consists of all department members holding academic rank including but not limited to Professor, Associate Professor, Assistant Professor, and Teaching Professor, Teaching Associate Professor, Teaching Assistant Professor and Teaching Instructor. The faculty also includes Visiting Faculty and Executives in Residence employed full time.

B. Voting Faculty of the Department of Accounting

The Voting Faculty of the Department of Accounting shall consist of all full-time department faculty members who have continuing (visiting, tenured, tenure-track, or term) appointments and are in residence, except that faculty holding adjunct appointments in the department and faculty holding administrative appointments at the rank of Associate Dean or higher shall not be Voting Faculty in the department. Full-time members of the faculty are those with WVU appointments at 1.0 FTE. The Voting Graduate Faculty of the Department of Accounting shall consist of those Voting Faculty (defined above) who are designated as Graduate Faculty by the College of Business and Economics.

C. Appointments to the Accounting Faculty

Any new persons employed full time in the Department with teaching and/or research responsibilities will be considered a faculty member for the Department. See I A. If disputes arise as to the status or role of a new member of the Department the new person must receive the endorsement of a majority of the voting faculty. Such voting shall be by secret ballot. Such disputes must be submitted in writing before the start date of a new full time

II. Chairperson of the Department of Accounting (In this document the term “Chairperson” is intended to refer to the administrator of the lowest administrative unit that includes the accounting and management information system faculty.)

A. Role of the Chairperson

The Chairperson is the chief academic, administrative, and fiscal officer of the Department of Accounting. The Chairperson represents the Department faculty in college-wide issues. The Chairperson is appointed by and reports to the Dean and Associate Dean for Academic Affairs of the College of Business and Economics.

B. Appointment and Term

The chairperson shall serve for a renewable term of five years. If the Chairperson does not serve the full term, the term shall be considered to have been completed.
C. Selection

The Voting Faculty shall recommend to the Dean a faculty member to fill any vacancy in the Chairperson position. A department selection committee shall be elected by the voting faculty and be composed of four members, including when possible one Teaching Faculty Instructor, and one each tenure track – Assistant Professor, Associate Professor, and Full Professor. The chair candidate(s) recommended to the Dean should receive the prior endorsement of a majority of the Voting Faculty of the Department of Accounting. Such voting shall be by secret ballot. The proposed reappointment of an incumbent Chairperson shall follow the same procedures as outlined above. The process should begin no later than three months prior to the anticipated opening.

D. Interim or Acting Department Chairperson

Should circumstances necessitate the appointment of an Interim or Acting Department Chairperson, such appointment shall follow the procedure for selecting a Chairperson specified in II C above. However, these provisions are not intended to preclude the Chairperson’s designating an "Acting Chairperson" to perform housekeeping duties of the office during the chairperson's absence or the Dean’s prerogative in making an appointment of a Chair.

III. Committees

A. Appointment and Term

The Department Chairperson shall appoint faculty and staff as appropriate to all Committees at the beginning of each Fall semester, and each committee shall serve until a new committee has been appointed.

B. Committee charges

1. Strategic Planning and Continuous Improvement All participating accounting faculty members are actively involved in strategic planning through the Department’s Strategic Planning & Continuous Improvement (SPCI) Committee. The SPCI Committee interfaces with the Curriculum Development and Assurance of Learning (CDAoL) Committee and other operating committees and task forces of the Department. The CDAoL Committee considers revisions to course offerings and suggests new courses and programs which are presented to the faculty for consideration and approval. The CDAoL Committee also reviews and evaluates assessment tools to determine if courses and programs support the Department's mission and provides a basis for continuous improvement.

In reviewing and revising the Department’s strategic management plan, the faculty participate periodic SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The SWOT analysis exercise is a useful tool for enhancing faculty awareness of the Department's internal strengths and weaknesses, as well as the external threats and opportunities. The SWOT analysis helps the faculty to identify several strategic initiatives for enhancing the Department's strengths and addressing its weaknesses. The SWOT analysis also helps the faculty to identify alternative courses of action for alleviating its internal weaknesses and addressing its external
threats. The results of the SWOT analysis also help the faculty to identify strategic initiatives and action items for exploiting future opportunities. The SWOT analysis will be repeated as needed as part of the Department's continuous improvement process for programs and courses.

2. **Curriculum Development and Assurance of Learning**

The responsibilities for the CDAoL Committee include the following:

- Continue developing curriculum and assessment of the Undergraduate and Graduate programs. Assess whether the curriculum and courses helps support the Mission of the Department.
- Explore the feasibility of adding new courses for the undergraduate Accounting major.
- Assess instructional pedagogy in light of changes to the CPA exam and identify areas that need updated.

Committee members meet regularly to discuss curriculum issues and Assurance of Learning (AOL) process. This includes meeting with key stakeholders from public accounting firms, government agencies, and industry representatives to get their input proposed changes to the curriculum. The Committee collects AOL data, recommends changes to the curricula and consults with faculty on learning outcomes.

3. **Promotion, Tenure, and Annual Evaluation Committee** - "Approved by the Office of the Provost, July 23, 2012."

The Promotion, Tenure, and Annual Evaluation Committee shall consist of at least five tenured Associate and Full Professors. Normally, all tenured Associate and Full Professors on the Voting Faculty not serving on the College Promotion and Tenure Committee or in a position in the Dean’s office will serve on the department committee. In years in which an Associate Professor is being considered for promotion to Full and there are not at least five tenured Full Professors available to serve on the committee, the committee may ask Full Professors from other departments of the College to serve on the Department’s committee.

The duties of this Committee are to recommend to the Chairperson faculty for tenure and promotion, to perform an annual evaluation of each member of the faculty in the Department of Accounting, to decide on continuing Graduate Faculty status, and to select department faculty for annual outstanding teaching, research, and service awards.

3. **Graduate (MPA, FAFI and PhD) Admissions Committee**

The Graduate Admissions Committee shall consist of at least three members of the Voting Graduate Faculty, including the Department Graduate Coordinator. This committee will admit students to the graduate program following Department admission guidelines.

4. **Faculty Recruitment Committee**

For each faculty vacancy the Department Chairperson will appoint a Faculty Recruitment Committee consisting of at least three members of the Voting Faculty. The duty of each recruiting Committee is to evaluate
candidates, to keep the Voting Faculty informed of its progress, to coordinate interviews and campus visits and to make recommendations to the Voting Faculty regarding new faculty appointments.

5. **Scholarships, Honors, Awards and Recognitions**

The Scholarships and Awards Committee shall consist of at least three members of the Voting Graduate Faculty, including the Department’s representative on the College Scholarships and Awards committee and Graduate Coordinator. This committee will make awards to undergraduate and graduate students based on award criteria, financial need and budget availability.

6. **External Affairs and Outreach**

The External Affairs and Outreach committee will be primarily responsible for the annual newsletter to alumni and supports, the annual solicitation and arranging functions with alumni and friends. In addition the committee will help maintain the alumni database and distribute periodic surveys to our external stakeholders.

C. **Other Committees**

Either the Voting Faculty or the Chairperson of the Department may create Ad Hoc committees. The Voting Faculty may create ad hoc committees only by majority approval.

D. **Task Forces**

As the need arises Task Forces may be appointed as ad hoc committees however the Task Force will dissolve once the objective of the Task Force has been completed.

IV. **Meetings of the Department Faculty**

A. **Frequency and Notice**

A meeting of the Department of Accounting faculty shall be held at least once during the Fall semester and at least once during the Spring semester. Additional meetings may be called by the Department Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty. For conducting normal business a written notice of faculty meetings must be given to the faculty in residence at least 48 hours prior to the meeting. In the case of matters which require the immediate attention or approval of the faculty the Chairperson may waive the requirement of 48 hours written notice.

B. **Rules**

Unless determined otherwise by two-thirds of the attending Voting Faculty, rules of procedure at Departmental meetings shall follow Robert's Rules of Order.

C. **Quorum**

An attendance of at least 51 percent of the Voting Faculty of the Department shall constitute a quorum.
D. Attendance

At the discretion of the Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty, individuals who are not members of the Faculty in Accounting and Management Information Systems may be invited to attend faculty meetings.

E. Voting

No person at a meeting of the Faculty in Accounting and Management Information Systems can cast a vote on behalf of an absent Voting Faculty member. All votes shall be by voice or show of hands unless otherwise designated by Departmental Operating Procedures or a decision of two-thirds of the Voting Faculty present. All voting on the acceptability of candidates for faculty positions and other Evaluation matters shall be by secret ballot. All Voting Faculty will have a reasonable opportunity to vote on secret ballots.

F. Minutes

The Chairperson or designee shall be responsible for ensuring that minutes of Departmental meetings are taken and retained on file within the Department. Chairs of committees are responsible for the minutes of their respective committees.

V. Amendments

Amendments to these operating procedures shall be adopted upon affirmative vote of at least two-thirds of the Voting Faculty. Any proposed amendment must be submitted in writing to the Voting Faculty of the Department at least one week prior to the meeting in which the amendments will be introduced.
I. Faculty

A. Department of Management & Industrial Relations

The Department of Management & Industrial Relations faculty consists of all department members holding academic rank as Professor, Associate Professor, Assistant Professor, and full-time Teaching Faculty (TAPS, TPS). Visiting Professors and Executive in Residence are considered members of the Faculty but normally would not be consider voting faculty. Full-time members of the faculty are those with WVU appointments at .75 FTE or greater.

B. Voting Faculty of the Department of Management & Industrial Relations

The Voting Faculty of the Department of Management & Industrial Relations shall consist of all full-time department faculty members who have continuing (tenured or tenure-track) appointments and are in residence, except that faculty holding adjunct appointments in the department and faculty holding administrative appointments at the rank of Assistant Dean or higher shall not be Voting Faculty. The Voting Graduate Faculty of the Department of Management & Industrial Relations shall consist of those Voting Faculty (defined above) who are designated as Graduate Faculty by the College of Business and Economics.

C. Appointments to the Management & Industrial Relations Faculty

Any new recommended to become a faculty member must receive the prior endorsement of a majority of the voting faculty. Such voting shall be by secret ballot.

II. Chairperson of the Department of Management & Industrial Relations

(In this document the term “Chairperson” is intended to refer to the administrator of the lowest administrative unit that includes the Management & Industrial Relations faculty.)

A. Role of the Chairperson

The Chairperson is the chief academic, administrative, and fiscal officer of the Department of Management & Industrial Relations. The Chairperson represents the Department faculty in college-wide issues and reports to the Dean and Associate Dean(s) of the College of Business and Economics.)
B. Appointment and Term

The Chairperson shall serve for a renewable term of five years. If the Chairperson does not serve the full term, the term shall be considered to have been completed.

C. Selection

The Voting Faculty shall recommend to the Dean a faculty member to fill any vacancy in the Chairperson position. A department selection committee shall be elected by the voting faculty and be composed of four members, including when possible Assistant, Associate, and Full Professors. The individual recommended to the Dean must receive the prior endorsement of a majority of the Voting Faculty of the Department of Management & Industrial Relations. Such voting shall be by secret ballot. The proposed reappointment of an incumbent Chairperson shall follow the same procedures as outlined above. The process should begin no later than three months prior to the anticipated opening.

D. Interim or Acting Department Chairperson

Should circumstances necessitate the appointment of an Interim or Acting Department Chairperson, such appointment shall follow the procedure for selecting a Chairperson specified in Section II C above. However, these provisions are not intended to preclude the Chairperson’s designating an "Acting Chairperson" to perform housekeeping duties of the office during the Chairperson’s absence or the Dean’s making an appointment pending the procedure specified in Section II C above.

III. Committees

A. Appointment and Term

The Department Chairperson shall appoint faculty and staff as appropriate to all Standing Committees at the beginning of each Fall semester, and each committee shall serve until a new committee has been appointed.

B. Committee Charges

1. Strategic Planning and Continuous Improvement

Management & Industrial Relations Faculty members (as defined in Section IA above) are actively involved in strategic planning through the Department’s Strategic Planning & Continuous Improvement (SPCI) Committee. The SPCI Committee interfaces with the Curriculum Development and Assessment (CDA) Committees and other operating committees and task forces of the Department.

The Department will have a CDA Committee for each critical program (MSIR, PhD, MANG) and/or areas of emphasis (HRTM, SBEN, HRMG, INBS,) which will periodically review course offerings and make recommendations for new courses and/or programs to the faculty for consideration and approval. The CDA Committees may also review and evaluate assessment tools to determine if courses and programs support the Department’s mission and provide a basis for continuous improvement. The CDA Committees will be comprised of key faculty in each of the respective programs.
2. Curriculum Development and Assurance of Learning

The responsibilities for the CDA Committee include the following:

- Continue developing curriculum and assessment of the Undergraduate and Graduate programs. Assess whether the curriculum and courses helps support the Mission of the Department.
- Explore the feasibility of adding new courses for the undergraduate and future graduate Management & Industrial Relations majors.

Committee members meet regularly to discuss curriculum issues and Assurance of Learning (AOL) process. The Committee collects AOL data, recommends changes to the curricula and consults with faculty on learning outcomes.

3. Promotion, Tenure, and Annual Evaluation Committee- "Approved by the Office of the Provost, July 23, 2012."

The Promotion, Tenure, and Annual Evaluation Committee shall consist of at least three tenured Associate and Full Professors with the majority being Mgmt & IR faculty. Normally, all tenured Associate and Full Professors on the Voting Faculty not serving on the College Promotion and Tenure Committee will serve on the department committee. In years in which an Assistant Professor is being considered for promotion and there are not at least three tenured Associate or Full Professors available to serve on the committee, the Department Chairperson will make up the deficiency by asking Associate or Full Professors from other departments of the College to serve on the Management & Industrial Relations Department’s committee. In years in which an Associate Professor is being considered for promotion and there are not at least three tenured Full Professors available to serve on the committee, the Department Chairperson will make up the deficiency by asking Full Professors from other departments of the College to serve on the Management & Industrial Relations Department’s committee.

The duties of this Committee are to recommend to the Chairperson faculty for tenure and promotion, to perform an annual evaluation of anyone teaching a class for the Department of Management & Industrial Relations, to decide on continuing Graduate Faculty status, and to select department faculty for annual outstanding teaching, research, and service awards.

The evaluation procedures and criteria for persons being considered for tenure or promotion maybe found in the Annual Evaluation procedures section of the College of Business & Economics Faculty Operating Manual and guided by University Promotion and Tenure Guidelines include by reference and found at: http://wvufaculty.wvu.edu/policies/ept.

Promotion and tenure decisions shall be made in accordance with the calendar established by the Office of the Provost and the Criteria for Tenure and Promotions adopted by the faculty of the College of Business & Economics.

3. Graduate (MSIR and PhD) Admissions Committee
The Graduate Admissions Committee shall consist of at least three members of the Voting Graduate Faculty, including the Department Graduate Coordinator. This committee will admit students to the graduate programs following Department admission guidelines.

4. **Faculty Recruitment Committee**

For each vacancy the Department Chairperson will appoint a Faculty Recruitment Committee consisting of at least three members of the Voting Faculty. The duty of each recruiting Committee is to evaluate applicants, to keep the Voting Faculty informed of its progress, and to make recommendations of candidates to the Chairperson, Associate Dean for possible campus visits.

C. **Other Committees**

Either the Voting Faculty or the Chairperson of the Department may create Ad Hoc committees. The Voting Faculty may create ad hoc committees only by majority approval.

D. **Task Forces**

As the need arises Task Forces may be appointed as ad hoc committees however the Task Force will dissolve once the objective of the Task Force has been completed.

IV. **Meetings of the Department Faculty**

A. **Frequency and Notice**

A meeting of the Department of Management & Industrial Relations faculty shall be held at least once during the Fall semester and at least once during the Spring semester. Additional meetings may be called by the Department Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty. For conducting normal business a written notice of faculty meetings must be given to the faculty in residence at least 48 hours prior to the meeting. In the case of matters which require the immediate attention or approval of the faculty the Chairperson may waive the requirement of 48 hours written notice.

B. **Rules**

Unless determined otherwise by two-thirds of the attending Voting Faculty, rules of procedure at Departmental meetings shall follow *Robert's Rules of Order*.

C. **Quorum**

An attendance of at least 51 percent of the Voting Faculty of the Department shall constitute a quorum.

D. **Attendance**
At the discretion of the Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty, individuals who are not members of the Faculty in Management & Industrial Relations may be invited to attend faculty meetings.

E. Voting

No person at a meeting of the Faculty in Management & Industrial Relations can cast a vote on behalf of an absent Voting Faculty member. All votes shall be by voice or show of hands unless otherwise designated by Departmental Operating Procedures or a decision of two-thirds of the Voting Faculty present. All voting on the acceptability of candidates for faculty positions and other Evaluation matters shall be by secret ballot. All Voting Faculty will have a reasonable opportunity to vote on secret ballots.

F. Minutes

The Chairperson or designee shall be responsible for ensuring that minutes of Departmental meetings are taken, distributed to the faculty, and retained on file within the Department. Chairpersons of committees are responsible for the minutes of their respective committees.

V. Amendments

Amendments to these operating procedures shall be adopted upon affirmative vote of at least two-thirds of the Voting Faculty. Any proposed amendment must be submitted in writing to the Voting Faculty of the Department at least one week prior to the meeting in which the amendments will be introduced.
I. Faculty

A. Department of Economics

The Department of Economics Faculty consists of all department members holding academic rank as Professor, Associate Professor, Assistant Professor, and Instructor, except that any person enrolled in a degree program in the Department shall not be a member of the Department faculty.

B. Voting Faculty of the Department of Economics

The Voting Faculty of the Department of Economics shall consist of all full-time department faculty members who have continuing (tenured, tenure-track, or term) appointments and are in residence, except that faculty holding adjunct appointments in the department and faculty holding administrative appointments at the rank of Assistant Dean or higher shall not be Voting Faculty. Full-time members of the faculty are those with WVU appointments at 0.8 FTE or greater. The Voting Graduate Faculty of the Department of Economics shall consist of those Voting Faculty (defined above) who are designated as Graduate Faculty by the College of Business and Economics.

C. Appointments to the Economics Faculty

Any person recommended to become a faculty member must receive the prior endorsement of a majority of the voting faculty. Such voting shall be by secret ballot.

II. Chairperson of the Department of Economics (In this document the term “Chairperson” is intended to refer to the administrator of the lowest administrative unit that includes the economics faculty.)

A. Role of the Chairperson

The Chairperson is the chief academic, administrative, and fiscal officer of the Department of Economics. The Chairperson is responsible to the faculty of the Department of Economics and reports to the Dean of the College of Business and Economics.

B. Appointment and Term

The chairperson shall serve for a renewable term of five years. If the Chairperson does not serve the full term, the term shall be considered to have been completed.

C. Selection

The Voting Faculty shall recommend to the Dean a faculty member to fill any vacancy in the Chairperson position. A departmental selection committee shall be elected by the voting faculty and be composed of four
members, including Assistant, Associate, and Full Professors. The individual recommended to the Dean must receive the prior endorsement of a majority of the Voting Faculty of the Department of Economics. Such voting shall be by secret ballot. The proposed reappointment of an incumbent Chairperson shall follow the same procedures as outlined above.

D. **Interim or Acting Department Chairperson**

Should circumstances necessitate the appointment of an Interim or Acting Department Chairperson, such appointment shall follow the procedure for selecting a Chairperson specified in C above. However, these provisions are not intended to preclude the Chairperson’s designating an "Acting Chairperson" to perform housekeeping duties of the office during the chairperson's absence or the Dean’s making an appointment pending the procedure specified in C above.

III. **Committees**

A. **Appointment and Term**

The Department Chairperson shall appoint all Standing Committees at the beginning of each Fall semester, and each committee shall serve until a new committee has been appointed.

B. **Standing Committees**

1. **Undergraduate Studies Committee**

The Undergraduate Studies Committee shall consist of at least three members of the Voting Faculty. The Committee may include one undergraduate economics major who shall be a nonvoting member of the Committee. This Committee will make recommendations to the Voting Faculty with respect to policies concerning the undergraduate programs of the Department.

2. **Graduate Studies Committee**

The Graduate Studies Committee shall consist of the Department Graduate Coordinator as chairperson and at least three other members of the Voting Graduate Faculty. The Committee may include one graduate student in Economics who shall be a nonvoting member of the Committee. This Committee will make recommendations to the Voting Graduate Faculty with respect to policies concerning the graduate program of the Department. This Committee also acts on faculty applications for full Graduate Faculty status.

3. **Graduate Admissions and Financial Award Committee**

The Graduate Admissions and Financial Awards Committee shall consist of at least three members of the Voting Graduate Faculty, including the Department Graduate Coordinator. This committee will admit students to the graduate program and, subject to the department chairperson’s budgetary guidance, will award financial aid for incoming and current graduate students.

4. **Faculty Recruitment Committee**
For each vacancy the Department Chairperson will appoint a Faculty Recruitment Committee consisting of at least three members of the Voting Faculty. The duty of each recruiting Committee is to evaluate candidates, to keep the Voting Faculty informed of its progress, and to make recommendations to the Voting Faculty regarding new faculty appointments.

5. **Promotion, Tenure, and Annual Evaluation Committee** - "Approved by the Office of the Provost, July 23, 2012."

The Promotion, Tenure, and Annual Evaluation Committee shall consist of at least five tenured Associate and Full Professors. Normally, all tenured Associate and Full Professors on the Voting Faculty not serving on the College Promotion and Tenure Committee will serve on the department committee. In years in which an Associate Professor is being considered for promotion and there are not at least five tenured Full Professors available to serve on the committee, the Department Chairperson will make up the deficiency by asking Full Professors from other departments of the College to serve on the Economics Department’s committee.

The duties of this Committee are to recommend to the Chairperson faculty for tenure and promotion, to perform an annual evaluation of each member of the faculty in the Department of Economics, to decide on continuing Graduate Faculty status, and to select department faculty for annual outstanding teaching, research, and service awards.

C. **Other Committees**

Either the Voting Faculty or the Chairperson of the Department may create ad hoc committees. The Voting Faculty may create ad hoc committees only by majority approval.

IV. **Meetings of the Department Faculty**

A. **Frequency and Notice**

A meeting of the Department of Economics faculty shall be held at least once during the Fall semester and at least once during the Spring semester. Additional meetings may be called by the Department Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty. For conducting normal business a written notice of faculty meetings must be given to the faculty in residence at least 48 hours prior to the meeting. In the case of matters which require the immediate attention or approval of the faculty the Chairperson may waive the requirement of 48 hours written notice.

B. **Rules**

Unless determined otherwise by two-thirds of the Voting Faculty, rules of procedure at all Departmental meetings shall follow *Robert's Rules of Order*.

C. **Quorum**
An attendance of at least 51 percent of the Voting Faculty of the Department shall constitute a quorum.

D. Attendance

At the discretion of the Chairperson individuals who are not members of the Faculty in Economics may be invited to attend faculty meetings.

E. Voting

No person at a meeting of the Faculty in Economics can cast a vote on behalf of an absent Voting Faculty member. All votes shall be by voice or show of hands unless otherwise designated by Departmental Operating Procedures or a decision of two-thirds of the Voting Faculty present. All voting on the acceptability of candidates for faculty positions and other Evaluation matters shall be by secret ballot. All Voting Faculty will have a reasonable opportunity to vote on secret ballots.

F. Minutes

The chairperson shall be responsible for ensuring that minutes of Departmental meetings are taken, distributed to the faculty, and retained on file within the Department.

V. Amendments

Amendments to this working paper shall be adopted upon affirmative vote of at least two-thirds of the Voting Faculty. Any proposed amendment must be submitted in writing to the Voting Faculty of the Department at least one week prior to the meeting in which the amendments will be introduced.
I. Faculty

A. Department of Marketing

The Department of Marketing Faculty consists of all department members holding academic rank as Professor, Associate Professor, Assistant Professor, and full-time Term Appointed Teaching Faculty (TAPS, TPS). Full-time members of the faculty are those with WVU appointments at 0.8 FTE or greater.

B. Voting Faculty of the Department of Marketing

The Voting Faculty of the Department of Marketing shall consist of all full-time department faculty members who have continuing (tenured or tenure-track) appointments and are in residence, except that faculty holding non tenure-track appointments in the department and faculty holding administrative appointments at the rank of Assistant Dean or higher shall not be Voting Faculty. The Voting Graduate Faculty of the Department of Marketing shall consist of those Voting Faculty (defined above) who are designated as Graduate Faculty by the College of Business and Economics.

C. Appointments to the Marketing Faculty

Any person recommended to become a faculty member must receive the prior endorsement of a majority of the voting faculty. Such voting shall be by secret ballot.

II. Chairperson of the Department of Marketing (In this document the term “Chairperson” is intended to refer to the administrator of the lowest administrative unit that includes the marketing faculty.)

A. Role of the Chairperson

The Chairperson is the chief academic, administrative, and fiscal officer of the Department of Marketing. The Chairperson represents the Marketing Department faculty and reports to the Dean and Associate Dean(s) of the College of Business and Economics.

B. Appointment

The Voting Faculty shall recommend to the Dean a faculty member to fill any vacancy in the Chairperson position. A departmental selection committee shall be elected by the voting faculty and be composed of four members, including when possible Assistant, Associate, and Full Professors. The individual recommended to the Dean must receive the prior endorsement of a majority of the Voting Faculty of the Department of Marketing. Such voting shall be by secret ballot. The proposed reappointment of an incumbent Chairperson shall follow the same procedures as outlined above.

C. Term
The chairperson shall serve for a renewable term of five years. If the Chairperson does not serve the full term, the term shall be considered to have been completed.

D. Interim or Acting Department Chairperson

Should circumstances necessitate the appointment of an Interim or Acting Department Chairperson, such appointment shall follow the procedure for selecting a Chairperson specified in Section II C above. However, these provisions are not intended to preclude the Chairperson’s designating an "Acting Chairperson" to perform housekeeping duties of the office during the chairperson's absence or the Dean’s making an appointment pending the procedure specified in Section II C above.

III. Committees

A. Appointment and Term

The Department Chairperson shall appoint faculty and staff as appropriate to all Standing Committees at the beginning of each Fall semester, and each committee shall serve until a new committee has been appointed.

B. Standing Committees and Charges

1. Strategic Planning and Continuous Improvement

Marketing Faculty members (as defined in Section I A above) are actively involved in strategic planning through the Department’s Strategic Planning & Continuous Improvement (SPCI) Committee. The SPCI Committee interfaces with the Curriculum Development and Assessment (CDA) Committee and other operating committees and task forces of the Department.

In reviewing and revising the Department's strategic plan, the faculty participate in a periodic SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis. The SWOT analysis exercise is a useful tool for enhancing faculty awareness of the Department's internal strengths and weaknesses, as well as the external threats and opportunities. The SWOT analysis helps the faculty to identify several strategic initiatives for enhancing the Department’s strengths and addressing its weaknesses. The SWOT analysis also helps the faculty to identify alternative courses of action for alleviating its internal weaknesses and addressing its external threats. The results of the SWOT analysis also help the faculty to identify strategic initiatives and action items for exploiting future opportunities. The SWOT analysis will be repeated as needed as part of the Department’s continuous improvement process for programs and courses.

2. Curriculum Development and Assurance of Learning

Marketing Faculty members (as defined in section I A above) are actively involved Curriculum Development and Assurance of Learning. The responsibilities for the CDA Committee include the following:
Committee members meet regularly to discuss curriculum issues and Assurance of Learning (AOL) process. The Committee collects AOL data, recommends changes to the curricula and consults with faculty on learning outcomes.

3. Promotion, Tenure, and Annual Evaluation Committee- "Approved by the Office of the Provost, July 23, 2012."

i. Committee Composition and Duties

The Promotion, Tenure, and Annual Evaluation Committee shall consist of a minimum of three tenured Associate and Full Professors with the majority being Marketing faculty. Normally, all tenured Associate and Full Professors on the Voting Faculty not serving on the College Promotion and Tenure Committee will serve on the department committee. In years in which an Assistant Professor is being considered for promotion and there are not at least three tenured Associate or Full Professors available to serve on the committee, the Department Chairperson will make up the deficiency by asking Associate or Full Professors from other departments of the College to serve on the Marketing Department’s committee. In years in which an Associate Professor is being considered for promotion to Full Professor and there are not at least three to five tenured Full Professors available to serve on the committee, the Department Chairperson will make up the deficiency by asking Full Professors from other departments of the College to serve on the Marketing Department’s committee.

The duties of this Committee are to recommend to the Chairperson faculty for tenure and promotion, to perform an annual evaluation of anyone teaching a class in Marketing, to decide on continuing Graduate Faculty status, and to select department faculty for annual outstanding teaching, research, and service awards.

ii. Promotion and Tenure Policy- "Approved by the Office of the Provost, July 23, 2012."

The evaluation procedures and criteria for persons being considered for tenure or promotion may be found in the Annual Evaluation procedures section of the College of Business & Economics Faculty Operating Manual and guided by University Promotion and Tenure Guidelines included by reference and found at:

http://www.wvu.edu/~acadaff/Faculty/policies/Faculty%20Evaluations%20&%20Promotion-Tenure-02-06.htm

Promotion and tenure decisions shall be made in accordance with the calendar established by the Office of the Provost and the Criteria for Tenure and Promotion adopted by the faculty of the College.
Promotion and tenure decisions are made based on faculty contribution in the areas of teaching, research, and service. A faculty member will be judged on the basis of contribution relative to standards consistent with the mission of the Department and College. Consideration should be given to the standards applied to recently promoted faculty. The existence of a doctoral program in a particular department requires that research expectations for faculty be higher for promotion and tenure decisions than in the absence of such a program. All promotion and tenure decisions must be made on a rational and objective basis in accordance with the criteria outlined in the College of Business & Economics Faculty Operating Manual.

C. Other Committees

Either the Voting Faculty or the Chairperson of the Department may create ad hoc committees. The Voting Faculty may create ad hoc committees only by majority approval.

D. Task Forces

As the need arises Task Forces may be appointed as ad hoc committees however the Task Force will dissolve once the objective of the Task Force has been completed

IV. Meetings of the Department Faculty

A. Frequency and Notice

A meeting of the Department of Marketing faculty shall be held at least once during the Fall semester and at least once during the Spring semester. Additional meetings may be called by the Department Chairperson or by petition to the Chairperson in writing by at least four members of the Voting Faculty. For conducting normal business, a written notice of faculty meetings must be given to the faculty in residence at least 48 hours prior to the meeting. In the case of matters which require the immediate attention or approval of the faculty, the Chairperson may waive the requirement of 48 hours written notice.

B. Rules

Unless determined otherwise by two-thirds of the Voting Faculty, rules of procedure at all Departmental meetings shall follow Robert's Rules of Order.

C. Quorum

An attendance of at least 51 percent of the Voting Faculty of the Department shall constitute a quorum. Attendance at meetings may be virtual via conference call or internet.

D. Attendance

At the discretion of the Chairperson individuals who are not members of the Faculty in Marketing may be invited to attend faculty meetings.

E. Voting
No person at a meeting of the Faculty in Marketing can cast a vote on behalf of an absent Voting Faculty member. All votes shall be by voice or show of hands unless otherwise designated by Departmental Operating Procedures or a decision of two-thirds of the Voting Faculty present. All voting on the acceptability of candidates for faculty positions and other Evaluation matters shall be by secret ballot. All Voting Faculty will have a reasonable opportunity to vote on secret ballots.

F. Minutes

The chairperson shall be responsible for ensuring that minutes of Departmental meetings are taken, distributed to the faculty, and retained on file within the Department.

V. Amendments

Amendments to this working paper shall be adopted upon affirmative vote of at least two-thirds of the Voting Faculty. Any proposed amendment must be submitted in writing to the Voting Faculty of the Department at least one week prior to the meeting in which the amendments will be introduced.
I. Faculty

A. Department of Finance

The Department of Finance Faculty consists of all department members holding academic rank as Professor, Associate Professor, and Assistant Professor, or Instructors.

B. Voting Faculty of the Department of Finance

The Voting Faculty of the Department of Finance shall consist of all full-time department faculty members who have continuing (tenured, tenure-track, or term) appointments and are in residence, except faculty holding adjunct appointments in the department. Full-time members of the faculty are those with WVU appointments at 0.8 FTE or greater.

C. Appointments to the Finance Faculty

Any person recommended to become a faculty member must receive the prior endorsement of a majority of the voting faculty. Such voting shall be by secret ballot.

II. Chairperson of the Department of Finance

A. Role of the Chairperson

The Chairperson is the chief academic, administrative, and fiscal officer of the Department of Finance. The Chairperson is responsible to the faculty of the Department of Finance and reports to the Dean of the College of Business and Economics.

B. Appointment and Term

The chairperson shall serve for a renewable term of five years. If the Chairperson does not serve the full term, the term shall be considered to have been completed.

C. Selection

The Voting Faculty shall recommend to the Dean an individual or individuals to fill any vacancy in the Chairperson position. A departmental selection committee shall be elected by the voting faculty and be composed of three members. The individual(s) recommended to the Dean must receive the prior endorsement of a majority of the Voting Faculty of the Department of Finance. Such voting shall be by secret ballot. The proposed reappointment of an incumbent Chairperson shall follow the same procedures as outlined above.

D. Interim or Acting Department Chairperson
Should circumstances necessitate the appointment of an Interim or Acting Department Chairperson, such appointment shall follow the procedure for selecting a Chairperson specified in section C above. However, these provisions are not intended to preclude the Chairperson designating an "Acting Chairperson" to perform housekeeping duties of the office during the chairperson's absence or the Dean making an appointment pending the procedure specified in section C above.

III. Committees

A. Appointment and Term

The Department Chairperson shall appoint all Standing Committees at the beginning of each Fall semester, and each committee shall serve until a new committee has been appointed.

B. Standing Committees

1. Undergraduate Studies Committee

The Undergraduate Studies Committee shall include at least three members of the Voting Faculty. This Committee will make recommendations to the Voting Faculty with respect to policies concerning the undergraduate programs of the Department.

2. Graduate Studies Committee

The Graduate Studies Committee shall include the administrator(s) charged with oversight of Finance graduate programs, a chairperson, and at least two other members of the Voting Faculty. This Committee will make recommendations to the Voting Faculty with respect to policies concerning the graduate programs of the Department.

3. Promotion, Tenure, and Annual Evaluation Committee - "Approved by the Office of the Provost, July 23, 2012."

The Promotion, Tenure, and Annual Evaluation Committee shall consist of at least three tenured Associate and Full Professors, not serving on the College Promotion and Tenure Committee. In years in which an Associate Professor is being considered for promotion and there are not at least three tenured Full Professors available to serve on the committee, the Department Chairperson may make up the deficiency by asking Full Professors from other departments of the College and Associate Professors from inside the department to serve on the Finance Department’s committee. A majority of members of the committee must be from the Finance Department.

The duties of this Committee are to recommend to the Chairperson faculty for tenure and promotion, to perform an annual evaluation of each member of the faculty in the Department of Finance, and to nominate department faculty for annual outstanding teaching, research, and service awards.

C. Other Committees
Either the Voting Faculty or the Chairperson of the Department may create ad hoc committees. The Voting Faculty may create ad hoc committees only by majority of Voting Faculty approval.

IV. Meetings of the Department Faculty

A. Frequency and Notice

A meeting of the Department of Finance faculty shall be held at least once during the Fall semester and at least once during the Spring semester. Additional meetings may be called by the Department Chairperson or by petition to the Chairperson in writing by at least three members of the Voting Faculty. For conducting normal business, a notice of faculty meetings must be given to the faculty in residence at least 48 hours prior to the meeting. In the case of matters which require the immediate attention or approval of the faculty the Chairperson may waive the requirement of 48 hours written notice.

B. Quorum

An attendance of at least 51 percent of the Voting Faculty of the Department shall constitute a quorum.

C. Attendance

At the discretion of the Chairperson individuals who are not members of the Faculty in Finance may be invited to attend faculty meetings.

D. Voting

No person at a meeting of the Faculty in Finance can cast a vote on behalf of an absent Voting Faculty member. All voting on the acceptability of candidates for faculty positions and other Evaluation matters shall be by secret ballot. All Voting Faculty will have a reasonable opportunity to vote on secret ballots.

E. Minutes

The chairperson shall be responsible for ensuring that minutes of Department meetings are taken, distributed to the faculty, and retained on file within the Department.

V. Amendments

Amendments to this working paper shall be adopted upon affirmative vote of at least two-thirds of the Voting Faculty. Any proposed amendment must be submitted in writing to the Voting Faculty of the Department at least one week prior to the meeting in which the amendments will be introduced.