

SCHOOL OF BUSINESS AND INDUSTRY

FACULTY HANDBOOK

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AND DEVELOPMENT TASK FORCE ON SBI
FACULTY HANDBOOK

FLORIDA AGRICULTURAL AND
MECHANICAL UNIVERSITY
TALLAHASSEE, FLORIDA

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Handbook Policy Statement

This handbook provides information about the School of Business and Industry. It is designed to serve as an orientation manual for new faculty as well as a reference for continuing faculty. In addition to this handbook, other reference sources include: (1) Florida Statutes; (2) Collective Bargaining Agreement (if applicable); and (3) Florida A&M University Faculty Handbook.

1.01 Mission Statements, Organization of the School of Business and Industry, Conduct of Business Associated with School of Business and Industry Meetings

1.01.01 Florida Agricultural and Mechanical University Mission Statement and the School of Business and Industry Mission Statement, Values Statement, and Vision Statement

The Florida Agricultural and Mechanical University Mission Statement

The mission of Florida Agricultural and Mechanical University (FAMU), as an 1890 land-grant institution, is to provide an enlightened and enriched academic, intellectual, moral, cultural, ethical, technological, and student-centered environment, conducive to the development of highly qualified individuals who are prepared and capable of serving as leaders and contributors in our ever-evolving society. The University seeks and supports a faculty and staff of distinction dedicated to providing outstanding academic preparation at the undergraduate, graduate, doctoral and professional school levels, with a particular emphasis on integrity and ethical conduct. FAMU is committed to inspirational teaching, exemplary research, and meaningful public and community service through creative partnerships at the local, state, national, and global levels. The University is also committed to the resolution of complex issues that will enhance humankind. While the University continues its historic mission of educating African Americans, persons of all races, ethnic origins and nationalities are welcomed and encouraged to remain life-long members of the university community. The University, through its diverse faculty and staff, provides a caring, nurturing, collegial, and respectful environment.

SBI Mission Statement

The Mission of the School of Business and Industry (SBI) at Florida A&M University is to produce graduates capable of excelling as future leaders in global business, industry, and commerce by:

- Providing innovative academic, professional development, and internship experiences in an enlightened, ethical, and stimulating student-centered learning environment.
- Developing, supporting, and creating opportunities for a diverse qualified faculty and staff committed to “excellence with caring” through high quality teaching, relevant intellectual contributions, and meaningful service with an emphasis on teaching.
- Creating an environment in which shared governance, collegiality, openness, respect for others, and individual and mutual responsibility and accountability flourish.
- Embracing the University’s historic mission of educating African Americans while recruiting students of all races and ethnic origins with strong academic backgrounds committed to the pursuit of excellence.

- Developing new, and expanding existing creative partnerships with alumni, and private and public stakeholders to maintain the relevance and currency of our academic programs.
- Promoting an environment of continuous improvement by acquiring and developing the necessary human, physical, financial, and technological resources to maintain our competitive edge.

SBI Values Statement

We value a work and learning environment that is based on professionalism, responsibility, accountability, respect, trust, ethics, integrity, caring, excellence, knowledge, research, and service.

SBI Vision Statement

The School of Business and Industry aspires to be recognized nationally and internationally *as a preeminent center of excellence in business.*

1.01.02 Organization of the School of Business and Industry

Founded in 1974, sitting atop the highest of seven hills in Tallahassee, Florida, the School of Business & Industry (SBI) at Florida A&M University is the preferred choice for high-achievers committed to leadership, driven by challenges, and passionate about business.

The School of Business and Industry (**SBI**), offers the Bachelor of Science (BS) degree in accounting and business administration, and the Master of Business Administration (MBA) degree.

General Requirements for Business Majors

The School of Business and Industry endeavors to provide every student majoring in business with a common body of knowledge. To provide this common body of knowledge, each student is required to complete a carefully articulated sequence of courses, comprising the following areas:

1. A background of the concepts, processes, and institutions in the financing, production, marketing and distribution functions of business enterprises;
2. A background of the economic and legal environment of business enterprises, along with consideration of the social and political influences on business;
3. A basic understanding of the concepts and methods of accounting, quantitative methods, communications and information systems;
4. A study of the theories of organization behavior, interpersonal relationships, control and motivation systems; and
5. A study of administrative processes under conditions of uncertainty, including integrating analysis and policy determination at the overall management level.

Programs to Achieve Mission

Bachelor of Science Program Objective:

The objective of the Bachelor of Science program is to produce graduates capable of excelling as future leaders in global business, industry, and commerce. SBI undergraduates are capable of performing effectively and advancing within a variety of organizations and are prepared to pursue advanced degrees here and elsewhere to realize their academic aspirations and further their career goals.

Professional MBA Program Objectives:

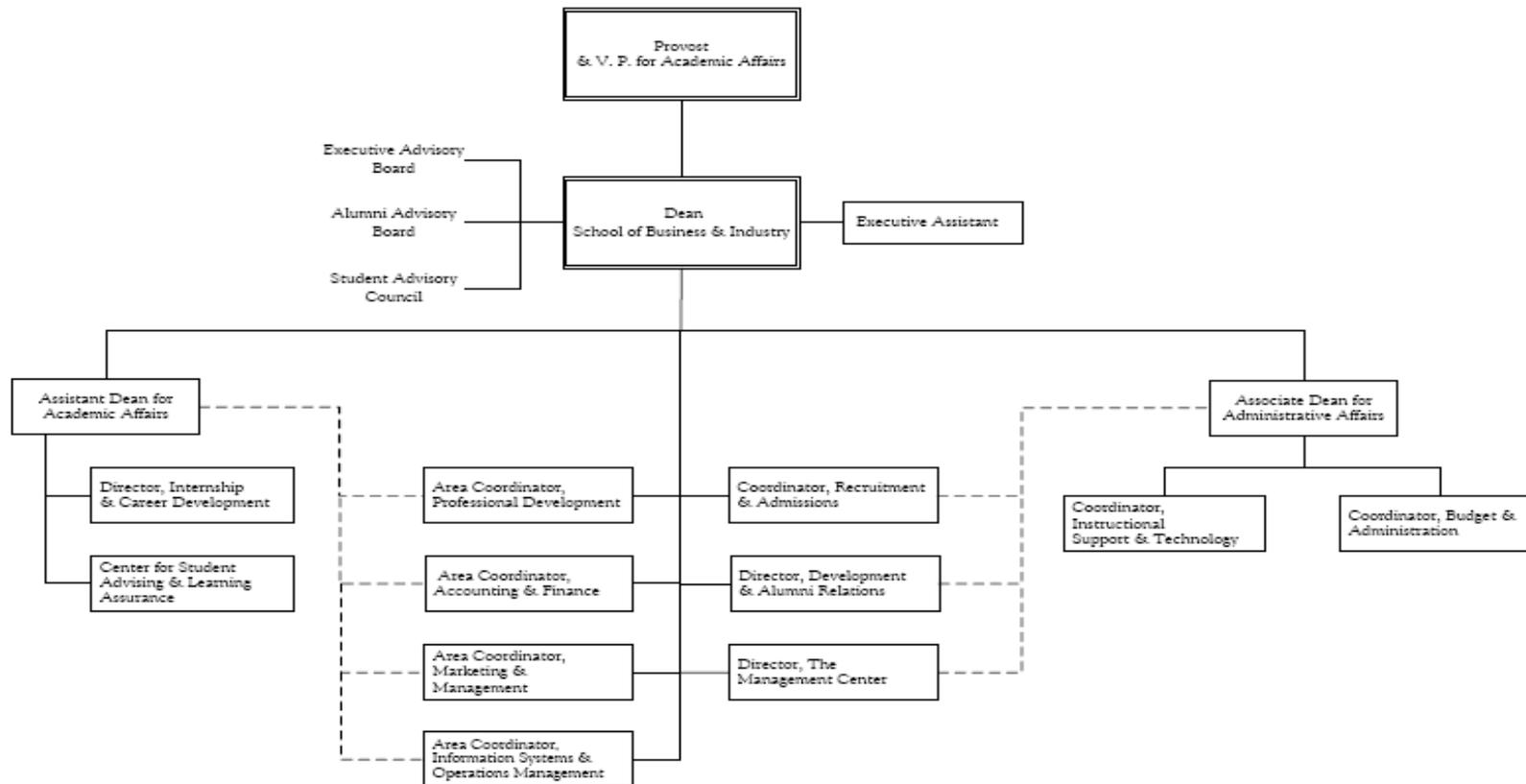
The objective of the Professional MBA program is to transform students who are admitted as undergraduate freshmen into consummate professionals, capable of assuming leadership roles in global business, industry, and commerce. These professionals are highly versed in both academic and professional competencies, have extensive corporate internship experiences, and are ready to meet the demands of leadership in the dynamic global economy.

Two-Year MBA Program Objectives:

The objective of the Two-Year MBA program is to provide graduate education for individuals who hold a Bachelors degree and who want to pursue management careers in business and industry. The program is broad in approach; it integrates the several functional areas of business to develop management competence. Through the intelligent use of electives, students are provided an opportunity to develop depth in one or more areas of concentration, such as accounting, finance, marketing or information systems. SBI also provides an opportunity to Two-Year MBA students to secure an internship.

1.01.03 School of Business Organizational Structure and Committees

Organizational Structure Florida A&M University School of Business and Industry



* Executive Committee
The Executive Committee of the School of Business & Industry is comprised of the direct reports to the Dean plus the Director of Internship & Career Development.

The Academic Program is organized around the departmental structure:

- Accounting and Finance
- Operations Management and Information Technology
- Marketing and Management
- Professional Leadership Development

The SBI Faculty participates in both University-Wide and School Wide Committees:

- The University Faculty Senate
- The University Tenure and Promotion Committee
- The University Sabbatical Committee
- Student Retention Committee
- The University SACS Committee on Accreditation
- The School of Business and Industry Tenure and Promotion Committee
- The AACSB accrediting Body Task Force Committees
- SBI Personnel Committee
- Other Standing and Ad Hoc Committees

1.01.04 School of Business and Industry Meetings

SBI encourages all faculty and/or staff members to attend certain internal and external meetings as part of the faculty or staff members' professional obligations. All faculty members in SBI, including adjunct and visiting status faculty, are expected to attend regularly scheduled meetings.

The Dean of the School of Business and Industry is expected to hold general SBI faculty and staff meetings as needed during the academic school year. Additionally, the Assistant Dean of Academics and Department Chairs within SBI are expected to hold faculty meetings, as needed. Faculty and staff within the respective departments are encouraged to attend departmental meetings.

2.01 Affirmative Action Statement, Sexual Harassment Policy

2.01.01 Policy on Equal Opportunity and Affirmative Action

The School of Business and Industry (SBI) shall not discriminate against any faculty member based upon race, color, sex, sexual orientation, religious creed, ethnic origin, ancestry age, veteran status, medical condition, disability, political opinions or affiliation, marital status, or any combination thereof. Nor shall SBI abridge any rights of faculty related to union activity granted under Chapter 447, Florida Statutes, including but not limited to the right to assist or to refrain from assisting the United Faculty of Florida (UFF). SBI protects and safeguards the rights and opportunities of faculty members to work in an environment free from any form of discrimination or harassment and recognizes its obligations under Federal and State laws, rules, and regulations prohibiting discrimination/or harassment.

2.01.02 Sexual Harassment Policy

The School of Business and Industry adheres to the Sexual Harassment policy of Florida A&M University that each member of the University community be permitted to work or attend class in an environment free from any form of discrimination, including race, color, age, handicap, sex, marital status, national origin, veteran status, and sexual harassment, as prohibited by state and federal statutes.

Definition of Sexual Harassment: Sexual harassment of an employee or applicant for employment is defined as unwelcome sexual advances, requests for sexual contact, and other verbal or physical conduct of a sexual nature from any person when: submission to such conduct is either explicitly or implicitly a term or condition of an individual's employment, salary increase, position advancement or other employment related benefits; or submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individuals; or such conduct has the effect of interfering with an individual's work performance or creating an intimidating, hostile or offensive working or learning environment.

3.01 SBI Standards for Attaining and Maintaining Academic and Professional Qualifications of Faculty Promotion and Tenure (P&T)

The Mission of the School of Business and Industry (SBI) at Florida A&M University is to produce graduates capable of excelling as future leaders in global business, industry, and commerce. This is achieved by:

- Providing innovative academic, professional development, and internship experiences in an enlightened, ethical, and stimulating student-centered learning environment.
- Developing, supporting, and creating opportunities for a diverse qualified faculty and staff committed to “excellence with caring” through high quality teaching, relevant intellectual contributions, and meaningful service with an emphasis on teaching.
- Creating an environment in which shared governance, collegiality, openness, respect for others, and individual and mutual responsibility and accountability flourish.
- Embracing the University’s historic mission of educating African Americans while recruiting students of all races and ethnic origins with strong academic backgrounds committed to the pursuit of excellence.
- Developing new, and expanding existing, creative partnerships with alumni, and private and public stakeholders to maintain the relevance and currency of our academic programs.
- Promoting an environment of continuous improvement by acquiring and developing the necessary human, physical, financial, and technological resources to maintain our competitive edge.

SBI Vision Statement

The School of Business and Industry aspires to be recognized nationally and internationally as a preeminent center of excellence in business.

SBI Values Statement

We value a work and learning environment that is based on professionalism, responsibility, accountability, respect, trust, ethics, integrity, caring, excellence, knowledge, research, and service.

Faculty promotion in the School of Business and Industry is the appointment to a higher academic rank or class and may also be combined with an application for tenure.

Tenure may be granted to faculty employees in SBI as herein provide in the SBI P&T Guidelines. This regulation is supplemented by the Board of Trustees/United Faculty of Florida (BOT/UFF) Collective Bargaining Agreement.

Nomination of a faculty employee for tenure shall signify that the President is satisfied that the candidate will continue to make significant professional contributions to the academic unit, the University, and to society.

Tenure in the University – A faculty employee who has been granted tenure by the BOT shall have the status of permanent member of the faculty and be in the continuing employment of the University until he or she:

1. Resigns;
2. Retires;
3. Is dismissed for just cause under the provision of University rules or the BOT/UFF Collective Bargaining Agreement; or
4. Is discontinued pursuant to the layoff provisions in the University's regulations, and the BOT/UFF Collective Bargaining Agreement.

Tenure earning Appointments

- a) Tenure earning faculty appointments to the ranks of assistant professor, associate professor, and professor do not include the appointment status modifiers of joint, acting, adjunct, provisional, visiting, research, clinical, courtesy, honorary affiliate or phased retirement. Appointments which include the appointment status modifiers multi-year, joint, provisional, visiting, research, clinical or affiliate may or may not earn time toward tenure, as determined by the President or President's designee at the time of appointment to a tenure earning position. Employees with appointment status modifiers of joint, provisional, visiting, research, clinical or affiliate will be notified in writing at the time of appointment of the tenure earning status of the position. In the event the position is not designated as a tenure earning position, the time in the non tenure earning position may be counted toward tenure earning eligibility upon being appointed to a tenure earning position.
- b) Upon hire, the college, school or institute shall provide tenure criteria to eligible faculty employees.
- c) If a Faculty employee is initially appointed to the rank of instructor or to a position including an appointment status modifier determined by the University not to be tenure earning, and is subsequently appointed to a tenure earning position, all or a portion of the Faculty employee's prior service in such a non-tenure earning position may be counted toward time required for tenure, provided the President or President's designee specifically agrees in writing to credit such service.

Eligibility for Tenure Nomination

- a) Only those Faculty employees serving in tenure earning positions as described above are eligible to be recommended for tenure at the University. Tenure shall not extend to administrative appointments in the general faculty or administrative and professional classification plans.

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- b) Except for Faculty employees who by virtue of prior service credited at the time of their appointment, are eligible for consideration earlier, a decision whether to nominate a Faculty employee for tenure shall normally be made during the sixth year of continuous full time service, or equivalent part time service, in a tenure earning position. The word “normally” as used in this rule takes cognizance of the fact that an employee may satisfy the requirements for tenure in his/her department or equivalent unit after 4 or 5 years of continuous full time service, or equivalent part-time service. It also implies that an employee’s tenure earning eligibility may be deferred for a certain period. An employee’s written request for early tenure consideration is subject to the University’s written agreement. Continuous employment for the purpose of tenure earning eligibility consideration for full time service shall mean employment during at least 39 weeks of any 12 month period. Continuous employment for the purpose of tenure-earning eligibility consideration for part time service shall mean employment during at least one semester of any 12 month period. Part time service of an employee employed at least one full semester in any 12 month period shall be accumulated. For example, two semesters of half time service shall be considered one half year of service for purposes of tenure eligibility.

- c) The number of years of previous tenure earning service at other institutions of higher education which the President or President’s designee may agree to approve as credit toward a Faculty employee’s eligibility time for tenure shall be agreed upon in writing at the time of employment, subject to the following restrictions: the President or President’s designee may approve credit for not more than two years of tenure earning service for a Faculty employee hired as an assistant professor, not more than three years for a Faculty employee hired as an associate professor, and not more than four years for a Faculty employee hired as a professor.

- d) Time spent by a Faculty employee under joint appointment or exchange within or without the State University System (SUS) on a duly established personnel exchange program of the University or on a special assignment for the benefit of the University or for the SUS shall be counted toward the time for fulfillment of eligibility for tenure. In all such cases, the faculty employee shall be so informed in writing at the time leave is granted.

- e) Time spent on uncompensated leave shall not be credited as time earned toward tenure, except by agreement of the Faculty employee and the President or President’s designee. In deciding whether to credit uncompensated leave toward tenure eligibility, the President or President’s designee shall consider the relevance of the employees activity while on such leave to the employee’s professional development and to the employee’s field of employment, the benefits, if any, which accrue to the University by virtue of placing the employee on such leave, and other appropriate factors. Time spent on compensated leave shall be credited as time earned toward tenure, unless the Faculty employee and the President or President’s designee agree in writing that such leave is not to be credited.

Granting of Tenure

- a) By the end of six years of continuous full time, or equivalent part time service in a tenure earning position in the University, a Faculty employee shall be nominated for tenure or given notice that further employment will not be offered, in the affected position with reason(s) why the employee was not nominated for tenure.
- b) Applications for tenure are normally submitted to the University at the beginning of the faculty employee's sixth tenure earning year, in accordance with the Tenure and Promotion Schedule provided by the Provost.
- c) The tenure review process shall include the following steps:
 - i) A recommendation from the employee's supervisor.
 - ii) A poll by secret ballot and recommendation of the tenured members of the department or unit.
 - iii) A poll by secret ballot and recommendation from the college/school/institute tenure and promotion committee.
 - iv) Recommendation from the dean/director of the college/school or institute.
 - v) A poll by secret ballot and recommendation from the University Tenure and Promotion Committee.
 - vi) Recommendation from the Provost.
 - vii) Nomination by the President.
 - viii) Approval of tenure by the Board of Trustees.
- d) Tenure applicants shall be notified of the recommendations from the supervisor, department/unit, college/school/institute, dean, and university committee. Any recommendation for disapproval shall include the reason for the negative recommendation.
- e) Upon nomination by the President and approval by the BOT, tenure shall be granted. The decision shall normally be made at the May Board meeting, but no later than the following meeting. The effective date of tenure shall be the date of approval by the BOT. Each nomination for tenure shall be acted upon with careful consideration being given to the qualifications of the faculty employee, including evaluation by colleagues and the immediate supervisor. In making judgments pertaining to the decision to award tenure, evaluation of research and other creative activities by qualified scholars, in pertinent disciplines, both within and outside the University should be included. When one of the duties of the faculty employee being nominated is teaching, the quality of the faculty employee's teaching shall be gauged by the standards outlined in this regulation, the BOT/UFF Collective Bargaining Agreement, where applicable, as well as the regulation which governs faculty evaluation and the approved criteria of the appropriate academic department/unit.
- f) With sufficient justification, an employee may be nominated by the President and approved by the BOT for tenure at the time of initial appointment or prior to the fifth year of tenure earning service. The President or President's designee shall consider

the recommendation of the department or equivalent unit prior to making his/her tenure nomination.

Transfer of Tenure

A tenured faculty member may seek a transfer with tenure through the normal hiring process within the University to a vacant position in the same or similar discipline. The President or Provost may approve the transfer at her or his discretion and may consider any discrepancies in the tenure criteria in approving the transfer. When a tenured faculty member is transferred as a result of reorganization or program curtailment within the University and is employed in the same or similar discipline in which tenure was granted, the employee's tenure shall be transferred to the new department.

Standards for Maintaining Tenure of Faculty Employees

An employee with tenure who is appointed to an Administrative and Professional position shall retain tenure in the academic position and in the academic department/unit where granted and not in the Administrative or Professional position.

Duration of Tenure

A tenured faculty member retains this status as long as he/she is employed in any appropriate academic unit of the University.

Implementation of SBI Tenure and Promotion Guidelines

In implementing the School of Business and Industry's Tenure and Promotion Guidelines the following criteria are paramount:

1. The parameters specified in the current SBI Tenure and Promotion Statement (9/7/95);
2. The mission of SBI, and
3. The requirements and standards of the AACSB.

Research Framework & Scoring

A research framework identifies a broad variety of research contributions that can earn points toward meeting SBI research standards. See Exhibit 1, Page 13 "Research Framework." These contributions may be classified as pure or basic, applied or professional, or instructional research. Each contribution listed has a range of potential points possible as well as a maximum potential weight. Actual scores achieved are dependent on an overall assessment of quality, importance, impact, and relevance to SBI's mission.

Using the research framework a total score can be determined.

Qualifying Standards

Each item submitted for research credit will be subject to appropriate qualifying standards.

Evaluation Standard

Applications are evaluated based upon a candidate's selection of a teaching or research focus. The standard for those who select a teaching focus is "credible research" as evidenced by external publications, methodological innovations, and/ or course development. Goals and documentation of positive results are required. "The standard for those who select a research focus is "research of impact." Effective research and/ or creative activity evidenced by professional publications in refereed journals, professional periodicals, will be recognized. **In all cases, mere publication is not sufficient. Rather, quality of the published work must be taken into account by supervisor evaluation and peer evaluators where practical.**

Evaluation of Applications

Given SBI's research standard, applications must be evaluated for tenure or promotion to either associate or full professor. Further, each academic faculty application must be reviewed on the basis of either a teaching focus or a research focus.

Exhibit 3A, Page 18- "Summary of Tenure and Promotion Requirements for Academic Faculty" capsules both the minimum score and minimum research component standards for SBI faculty.

General Standards

Only those research activities completed while at SBI are included in Research evaluations. All activities must also bear Florida A&M University citation to be used as part of the SBI's Research evaluation. Research activities submitted for consideration for Associate Professor can be used for a Tenure application. Research completed prior to gaining a previous promotion does not qualify for credit toward a subsequent promotion; that is, no double counting.

Associate Professor: Teaching Focus

A minimum total score of 24 points is required for promotion to the rank of Associate Professor. Additionally, a minimum publication component of three (3) refereed journal articles is required in area of teaching focus. The applicant must also have presented two (2) scholarly presentations in area of teaching focus.

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Associate Professor: Research Focus

A minimum total score of 40 points is required for promotion to the rank of Associate Professor. Additionally, a minimum publication component of four (4) refereed journal articles in the area of teaching focus. The applicant must also have presented five (5) scholarly presentations in the area of teaching focus.

Tenure: Teaching Focus

A minimum total score of 29 points is required to earn tenure. Additionally, a minimum publication component of three (3) refereed journal articles is required in the area of teaching focus. The applicant must also have presented three (3) scholarly presentations in the area of teaching focus.

Tenure: Research Focus

A minimum total score of 50 points is required to earn tenure. Additionally, a minimum publication component of four (4) refereed journal articles in the area of teaching focus. This applicant must also have presented four (4) scholarly presentations in the area teaching focus.

Full Professor: Teaching Focus

A minimum total score of 45 points is required for promotion to the rank of Full Professor. Additionally, a minimum publication component of five (5) refereed journal articles is required in the area of teaching focus. The applicant must also have presented six (6) scholarly presentations in the area of teaching focus.

Full Professor: Research Focus

A minimum total score of 70 points is required for promotion to the rank of Full Professor. Additionally, a minimum publication component of six (6) refereed journal articles in the area of teaching focus. The applicant must also have presented seven (7) scholarly presentations in the area of teaching focus.

EXHIBIT 1: RESEARCH FRAMEWORK

ELIGIBLE RESEARCH		Pure / Applied/ Instr
	Weight	
<i>Pure/ Basic</i>		
Refereed Journals	10	6-10
Chapter In Book	6	2-6
Book Reviews	1	.25-1
Journal Reviews or Editorial Service	2	.5-2
Proceedings from Scholarly Meetings	5	2-5
Papers Presented at Academic Meetings	4	1-4
Publicly Available Working Papers	1	.25-1
Papers Presented at Faculty Research Seminars	1	.25-1
<i>Applied/ Professional</i>		
Professional book	5	1-5
Chapter in book	4	1-4
Professional Refereed Journals	10	6-10
Professional Presentations	4	1-4
Public/ Trade Journals	6	3-6
In-house Journals	3	1-3
Book Reviews	1	.25-1
Papers presented at Faculty Workshop	0.25	.0-.25
Journal Reviews or Editorial Service	2	.5-2
Professional Workshops (External)	5	2-5
<i>Instructional</i>		
Chapters in Book	6	2-6
Book Reviews	1	.25-1
Publications in Pedagogical Referred Journals	10	6-10
Written Cases with Instructional Materials	5	2-5
Instructional Software	4	2-4
Publicly Available Materials Describing the Design and Implementation of New Courses, Curricula, or Methodologies	5	1-5
Experimental Instructional	2	.5-2
Faculty Internship Research Report	3	1-3
<i>Program Service (Academic/ Professional)</i>		
Discussant	2	.5-2
Panel	2	.5-2

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Session Chair	2	.5-2
Track Chair	3	1-3
Program Chair	4	2-4

EXHIBIT 2: IMPLEMENTATION QUALIFICATIONS AND CAVEATS

The following specifies the factors considered in point assignments for each eligible research contribution. Also, qualifications and caveats are indicated to assure minimum quality standards.

Pure or Basic Research

- Refereed Journals: Are classified into three categories: A-10, B-8, C-6, Co-authored publications receive **full credit**. The number of authors is limited to no more than seven (7) with no more than four (4) being from SBI.
- Chapters in Books: Receive between **2 and 6 points**. The evaluation of a book chapter is based upon the extent of new knowledge developed, material extension of existing knowledge, and impact on academic or professional area. The mere publication of a chapter in a book in and of itself does not guarantee the assignment of any points. Only chapters in books that meaningfully address the above criteria will earn points.
- Proceedings of Scholarly Meetings: Classified into three categories: A- National/International (**5**), B- Regional (**3.5**), and C- State (**2**). A paper published in the proceedings of a scholarly meeting will only receive additional points (**6-10**) for journal publication if it is modified and enhanced.
- Book Review: Receive between **.25 and 1 point**. Evaluation is based upon the quality of review and where published.
- Journal Reviews & Editorial Service: Classified into three categories: A- National/ International (**2**), B- Regional (**1**), and C- State (**.5**).
- Presentation at Academic Meetings: Classified into three categories: A- National/ International (4 points), B- Regional (**2.5**), and C- State (**1**). When a presented paper is published in the proceedings of the conference, only the highest score will be credited. There cannot be double counting.
- Publicly Available Working Papers: Evaluated according to their potential for publication and receive between **.25 and 1 point**.
- Papers Presented at Faculty Research Seminars: Receive between **.25 and 1 point**. Evaluation is based on their ability to meet the objectives stated in the

paper, the appropriateness of the research methodology, potential for publication and relevance to SBI mission.

Applied/Professional

- Peer Reviewed Journals: Classified into two categories: A- **(9-10)**, and B- **(6-8)**. Co-authored publications receive full credit. The number of authors is limited to no more than seven (7) with no more than four (4) being from SBI.
- Scholarly Peer Reviewed Presentation: Professional presentations are classified into 3 categories: A- National/International **(4)**, B- Regional **(2.5)**, and C- State **(1)**. In cases where the quality of the presentation is not apparent, the committee will request additional information to assure credibility and quality of the presentation in question.
- Public Sector/Trade Journals: Classified into two categories: A **(5-6)**, and B **(3-4)**.
- Book Reviews: Receive between **.25 and 1 point**. Evaluation is based upon the quality review and where published.
- Presentations at Faculty Workshop: Receive between **0 and .25 points**.
- Journal Reviews and Editorial Service: Classified into three categories: A- National/ International **(2)**, B- Regional **(1)**, and C- State **(.5)**.
- Professional Workshops (External): Classified into three categories: A- National/ International **(5)**, B- Regional **(3.5)**, and C- State **(2)**. When a specific workshop's value is not readily apparent, applicant must provide the additional documentation to make its point assessment.

Instructional

- Chapters In Books: Receive between **2 and 6 points**. The evaluation of chapters in books is based upon the number of adoptions and quality or prestige or prestige of the schools adopting the book. The mere publication of a chapter in a book in and of itself does not guarantee the assignment of any points. Only chapters in books that meaningfully address the above criteria will earn points.
- Peer Reviewed Journals: Classified into two categories: A- **(10)**, B- **(8)**, and C- **(6)**. The number of authors is limited to no more than seven (7) with no more than four (4) being from SBI.
- Written Cases with Instructional Materials: Receive between **2 and 5 points**. Evaluation is based upon contribution, impact, and relevance to SBI mission,

curricula, and goals. The cross-functionality of a case is important and receives more weight.

- **Instructional Software:** Receives between **2 and 4 points**. Evaluation is based upon contribution to, impact on, and relevance to SBI's mission, curricula, and goals. In all cases, proof that it was truly developed and not copied must be available. For example, an audible trail of debugging would have to be produced.
- **Publicly Available Materials Describing the Design of New Courses, Curricula, and Methodologies:** Receive between **1 and 10 points**. Credit is earned only by the principle investigator (s). Evaluation of the contribution of new courses, curricula and methodologies is based upon the extent of innovation and creativity, contribution and impact on SBI's mission, goals, and curricula, and the volume of work in evidence. In cases where the content of the contribution three categories: A- National/ International (**2**), B- Regional (**1**), and C- State (**.5**). In cases where a program is not obviously recognizable, additional information must be provided to assure credibility and quality of the service in question.
- **Faculty Internship Research Report:** Receives between 1 and 3 points. Evaluation is based upon contribution to impact on the accomplishment of goals for the sponsoring company or organization.
- **Discussant:**
Receiving between .5 and 2 points. Evaluation is based upon having the proof of participation and an acknowledgement of services rendered by the sponsoring organization.
- **Panel:** Organizing and serving on a panel are classified into three categories: A- National/International (**2**), B- Regional (**1**), C- State (**.5**). In cases where a program is not obviously recognizable, additional information must be provided to assure credibility and quality of the service in question.
- **Session Chair:** Contributions to academics and professional meetings as a Session Chair will be classified into three categories: A- National/ International (**2**), B- Regional (**1**), C- State (**.5**). In cases where a program is not obviously recognizable, additional information must be provided to assure credibility and quality of the service in question.
- **Track Chair:** Organizing a track of academic and/ or professional meetings is classified into three categories: A- National/ International (**3**), B- Regional (**2**), and C- State (**1**). In cases where a program is not obviously recognizable, additional information must be provided to assure credibility and quality of the service in question.
- **Program Chair:** Organizing the entire program of academic and/ or professional meetings is classified into three categories: A- National/ International (**4**), B-

Regional (3), and C-State (2). In cases where a program is not obviously recognizable, additional information must be provided to assure credibility and quality of the service in question.

EXHIBIT 3A: SUMMARY OF TENURE AND PROMOTION REQUIREMENTS FOR ACADEMIC FACULTY

	Teaching Focus	Research Focus
Associate Professor	<p>24 Points</p> <p>-3 refereed journals articles in area of teaching focus -2 scholarly presentations in area of teaching focus</p>	<p>40 Points</p> <p>-4 refereed journal articles in are of research focus -4 scholarly presentations in area of teaching focus</p>
Tenure	<p>29 Points</p> <p>-3 refereed journals articles in area of teaching focus -3 scholarly presentations in area of teaching focus</p>	<p>50 Points</p> <p>-4 refereed journals articles in area of teaching focus -5 scholarly presentations in area of teaching focus</p>
Full Professor	<p>45 Points</p> <p>-5 refereed journals articles in area of teaching focus -6 scholarly presentations in area of teaching focus</p>	<p>70 Points</p> <p>-6 refereed journals articles in area of teaching focus -7 scholarly presentations in area of teaching focus</p>

3.01.01 SBI Standards for Faculty Qualifications

- I Guidelines Objective:** The School of Business & Industry (SBI) at Florida A&M University strives to maintain a faculty with the qualifications necessary to achieve the School’s mission and to continuously improve the learning outcomes of the School’s educational processes.
- II Academically Qualified (AQ) Faculty:** “Academic qualification requires a combination of original academic preparation (degree completion) augmented by subsequent activities that maintain or establish preparation for current teaching responsibilities.”¹ To be designated as *academically qualified*, members of SBI’s faculty must satisfy the School’s *Educational Standard* or the School’s *Scholarship and Faculty Development Standard*.
- A Educational Standard:**
- 1 During the most recent five-year period, received a doctorate (or terminal degree) in the field of primary teaching responsibility, or
 - 2 Previously received a doctorate (or terminal degree) in a field outside the area of primary teaching responsibility and, during the most recent five-year period, completed substantial intellectual contributions in the field of primary teaching responsibility or during the most recent five-year period, received a specialized master’s degree in the field of primary teaching responsibility, and SBI designates the faculty member a “specialized instructional resource” important to achieving the School’s mission.
- B Scholarship and Faculty Development Standard:**
Faculty members who met SBI’s *Educational Standard* for academic qualification in the past (outside the most recent five-year period) can maintain their *academically qualified* status by satisfying SBI’s *scholarship and faculty development criteria* during the most recent five-year period:
- 1 Publish at least two refereed journal articles related to the field of primary teaching responsibility, and
 - 2 Complete at least one other intellectual contribution (in any category) related to the field of primary teaching responsibility, or complete at least one validating experiences (from SBI’s list of Faculty Development, Professional, and Knowledge Deployment activities) related to the field of

¹ AACSB International, *Eligibility Procedures and Accreditation Standards for Business Accreditation*, Revised 31 January 2008 <http://www.aacsb.edu/accreditation/process/documents/AACSB_STANDARDS_Revised_Jan08.PLDf>.

primary teaching responsibility. Exceptions include:

- a A faculty member who joins SBI while an active, official ABD (all-but-dissertation) in a doctoral program will be considered AQ for a period not to exceed three years from the date of his/her initial appointment (hiring).
- b A faculty member who completes a doctorate (or terminal degree) in his/her field of primary teaching responsibility will be considered AQ for a period not to exceed five years from the date the degree is granted.

III Professionally Qualified (PQ) Faculty: Professional qualification requires a combination of “relevant academic preparation and relevant professional experience.”² To be designated as *professionally qualified*, a member of SBI’s faculty must hold at least a master’s degree in a field or discipline related to his/her area of primary teaching responsibility and must have accumulated substantial professional experience. The professional experience should be related to (consistent with) the faculty member’s primary teaching area, significant in duration and level of responsibility, and current at the time of initial appointment (hiring). To maintain the status as *professionally qualified*, a faculty member must engage in activities that sustain his/her intellectual capital and preparation for teaching by accomplishing the following during the most recent five-year period:

- A** Working full-time (or nearly full-time) in a professional position with job responsibilities related to the area of primary teaching responsibility, or
- B** Publish at least one written composition related to the field of primary teaching responsibility, or
- C** Complete at least three validating experiences from SBI’s list of Faculty Development, Professional and Knowledge Deployment activities.

4 **Exceptions** include:

- 1. A faculty member designated as *professionally qualified* at the time of initial appointment (hiring) will be considered PQ for a period not to exceed five years from the date of initial appointment by virtue of his/her work experience and accumulated intellectual capital.

² *ibid.*

2. A faculty member whose work experience at the time of initial appointment (hiring) did not fully meet the duration and level of responsibility criteria for PQ may be designated PQ for the most recent five-year period if his/her intellectual contributions in Contribution-to-Practice category and his/her “practice-oriented” validating experiences (from SBI’s list of Faculty Development, Professional, and Knowledge Deployment activities) are judged by the School to be sufficiently strong to warrant such designation.
- IV. **Re- Establishing Lost Qualification:** A faculty member who has lost his/her *academic* or *professional* qualification must develop a plan for regaining qualified status within the next two years following the year of lost qualification. The plan must be submitted to the faculty member’s supervisor (department chair) and the Office of the Dean for approval.
- V. **Faculty Qualification Processes:** Establishing the qualifications of SBI’s faculty and monitoring changes in their qualifications under this guideline (and its criteria) are the shared responsibility of *participating* members of the faculty, faculty supervisors (department chairs), and the Office of the Dean. Their separate, specific roles in satisfying the procedural requirements of this policy are summarized below and are described in the implementing guidelines issued by the FPLD Committee and the Office of the Dean.
- A. **Summary of Process Roles**
1. In the initial steps of the faculty qualification process, the FPLD Committee reviews the dossiers submitted to it by members (current or prospective) of the SBI faculty and recommends to each faculty member’s immediate supervisor whether he/she meets the criteria for being designated as *academically qualified* or *professionally qualified* or *other* (neither academically nor professionally qualified).
 2. SBI’s faculty supervisors perform both administrative and evaluative tasks in the faculty qualification process: they review the “qualification” recommendations of the FPLD Committee for accuracy and consistency with the requirements of this policy; they resolve faculty members’ disagreements with and appeals of the “qualification” recommendations of the FPLD Committee; and, lastly, faculty supervisors forward to the Office of the Dean their decisions approving or disapproving the FPLD Committee’s designations of members of the faculty as *academically qualified* or *professionally qualified* or *other*.

3. In the closing steps of the faculty qualification process, the Office of the Dean reviews the “qualification” recommendations of the FPLD Committee and of faculty supervisors, examining them for procedural consistency and for fidelity to the requirements of this policy. The Dean’s office review ends with a designation of each faculty member as either *academically qualified* or *professionally qualified* or *other*.

B. Process Timing

1. The qualification status of each member of the SBI faculty is reviewed and established at the time of initial appointment, annually (or other time intervals established by the Office of the Dean) as part of the faculty member’s performance evaluation, and whenever the faculty member is evaluated for promotion or tenure.

VI. Definition of Terms Used in This Policy on Faculty Qualification (AQ/PQ)

A. Intellectual Contributions

Intellectual contributions³ are the publicly-available products of a faculty member’s scholarship activities. For the purpose of this policy, these products are divided into AACSB’s three categories: (1) *Discipline-Based Scholarship*, (2) *Learning & Pedagogical Scholarship*, and (3) *Contributions to Practice*.

1. Discipline-Based Scholarship adds to the theory or knowledge base in the field of the faculty member’s area of primary teaching responsibility. Examples of discipline-based intellectual contributions include:
 - a. Refereed journal articles;
 - b. Refereed papers published in the proceedings of academic conferences and seminars;
 - c. Refereed presentations at academic conferences and seminars;
 - d. Refereed books, book chapters, and monographs;
 - e. Final reports on sponsored research;
 - f. Editorial responsibilities with academic journals in the field of the faculty member’s area of primary teaching responsibility.
2. Learning & Pedagogical Scholarship refers to intellectual contributions related to the teaching and learning activities of the school. Examples of such intellectual contributions include:
 - a. Published journal articles and conference proceedings

³ The School of Business & Industry encourages and supports collaborative inter- or cross-disciplinary scholarship. Consequently, for *intellectual contributions*, the phrase “field of the faculty member’s area of primary teaching responsibility” refers to both the academic discipline in which the faculty member teaches and the other academic areas in business and management that contributes to the discipline’s knowledge domain.

- papers on effective teaching pedagogies or student learning;
 - b. Presentations at educational conferences and seminars;
 - c. Editorial responsibilities with pedagogical or learning-focused journals related to the field of the faculty member's area of primary teaching responsibility;
 - d. Development of innovative teaching cases and materials and academic software; and
 - e. Development of new course offerings and curricula.
3. Contributions to Practice influence the professional practice in the field of the faculty member's area of primary teaching responsibility. Examples include:
- a. Articles published in practice-oriented journals;
 - b. Papers published in the proceedings of practice-oriented conferences and seminars;
 - c. Editorial responsibilities with practice-oriented journals;
 - d. Creation and delivery of executive education courses;
 - e. Final reports on sponsored research on practice issues;
 - f. Presentations at practitioner conferences and seminars;
 - g. Development of discipline-based practice tools and software; and
 - h. Publicly-available final reports on applied consulting assignments.

B. Faculty Development Activities

Faculty development activities are efforts to maintain currency through participation in professional meetings, formal continuing education course work, post-doctoral study, participation in faculty seminars and panel discussions, and other activities which enhance the faculty member's knowledge of his/her field of primary teaching responsibility, of best business practices, of latest technological advances, and of the latest developments in the theory and practice of effective teaching. For faculty members serving as academic administrators (e.g., deans, associate deans, faculty supervisors, department chairs), participation in leadership development and administrative training seminars and workshops count as faculty development activities.

C. Professional Activities

Professional activities are efforts to maintain currency through consulting, serving as an active member of a board of directors (with responsibilities related to the primary area of teaching responsibility), faculty internships, performing editorial and reviewing duties for journals, conferences, or grant funding organizations, holding offices in professional organizations, and supporting professional associations by, for example, serving as session organizers and paper discussants at conferences and meetings.

4.01 Faculty Reappointments/Non-Reappointments, Faculty Assignments and Loads, Faculty Overloads, and Summer Instructional Assignments

4.01.01 Faculty Reappointments/Non-Reappointments

All SBI faculty, except (1) those holding visiting appointments, (2) those who are appointed for less than one academic year or, (3) those with less than five years of continuous service who are on "soft money" e.g., contracts and grants, sponsored research funds, and grants and donation trust funds, are entitled to written notice that they will not be offered further appointment as follows:

- a) For faculty in their first two years of employment, one full semester;
- b) For faculty with two or more years of continuous service, one full year.

In the event of a break in service for more than one semester in one full year or more than two semesters in two full years, only service following such break shall be counted for purposes of determining length of service. Paid or unpaid leaves shall not be considered a break in service. Faculty not entitled to written notice of non-reappointment shall have the following statement included in their employment contracts: "Your employment hereunder will cease on the date indicated, no further notice of cessation of employment is required."

4.01.02 Faculty Assignments and Loads

SBI shall exercise its authority to determine the standards, qualifications, and criteria, to fill each appointment vacancy with the best possible candidates. Appointment vacancies shall be advertised and all the specific requirements of Article 8 of the FAMU/UFF Collective Bargaining Agreement shall be followed prior to making the decision to hire a candidate to fill a vacancy. In regards to faculty assignments, a faculty member shall be given assignments that would enhance the faculty member's opportunities to fulfill applicable criteria for tenure, promotion, and merit salary increases, or, if applicable, fixed multi-year appointments, and merit salary increases. In making assignments, the University shall also be guided by the following considerations:

1. The needs of the program or department;
2. The faculty member's qualifications and experiences, including professional growth and development and preferences;
3. The character of the teaching, research, and service assignments;
4. The time and material support needed to properly complete the assigned task(s);
5. The relative percentage of effort allocated in any assignment category (teaching, research, service) in relation to the task(s) that need to be performed; and

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6. The reasonable opportunity to fulfill applicable criteria for tenure, promotion, and merit salary increases, or, fixed multi-year appointments and merit salary increases.

Each employee shall be apprised in writing, at the beginning of the employment period and at the beginning of each semester of employment, thereafter, of the duties and responsibilities in teaching, research, and other creative activities, services, and of any other specific duties and responsibilities assigned for that semester. A faculty member, if he/she wishes, will be granted, upon written request, a conference with the person responsible for making the assignment to express concerns regarding the assignment.

The period of an instructional assignment during an academic year shall not exceed an average of seventy five (75) days per semester and the period for testing, advisement, and other scheduled assignments shall not exceed an average of ten (10) days per semester. Within each semester, activities referred to above shall be scheduled during contiguous weeks with the exception of spring break. (For additional information see Article 8, UFF Collective Bargaining Agreement.)

The workload of an SBI faculty member includes more than teaching responsibilities. Faculty is expected to engage in an ongoing program of intellectual contributions, including research and publication. Faculty is also expected to engage in professional service. This policy clearly contemplates different work assignments among faculty members to be negotiated between the department chair and the faculty member. Faculty load policies are as follows:

1. The University's Faculty Handbook indicates that the standard workload for a full-time faculty member is 24 credits per academic year (12 hours per semester). The basic teaching load for SBI faculty will be an average of 9 credits per semester or 18 credits per academic year per faculty member. In accordance with the 24 load credit/academic year policy of the University, the average of 9 load credits for teaching implies an average of 6 load credits for intellectual contributions per academic year for the faculty of the School of Business and Industry. This release time from teaching is to enable the faculty to meet the intellectual contributions expectations associated with accredited business colleges. Further, the 9-hour teaching load is not intended to be a limit, but an average minimum load for the departmental unit. Also, in respect to individual faculty members, a load of 12 hours one semester and 6 hours the next semester may be negotiated and would be viewed as having met the intended 9 hour regular semester teaching load for that faculty member. Therefore, this guideline does not preclude a variation of teaching assignments per faculty member, which may be more than or less than the 18 hour average target for a department unit. Thus, larger and smaller regular teaching loads by individual faculty members are not only possible, but considered desirable modifications to help the department unit achieve its load targets.
2. It is further expected that departmental faculty assignments will be proportioned as 60% teaching, 30% intellectual contributions, and 10% professional service. While

the departmental proportions of faculty workload shall be targeted at 60%, 30% and 10%, individual faculty within the departments, in consultation with the department chair, may choose a greater or lesser teaching or intellectual contributions load assignment. Thus, individual faculty teaching load assignments for an academic year may vary from 50% (15 credits) to 70% (21 credits) with corresponding changes of percentage points in intellectual contributions. All faculty will be asked to choose a teaching load weight and corresponding intellectual contributions load weight per academic year as follows:

Teaching Load	Teaching Weights	Intellectual Contributions Load	Intellectual Contributions Weights
21	70%	3	20%
18	60%	6	30%
15	50%	9	40%

Each faculty member may adjust the weights (by 10 percentage points) to be assigned to teaching, intellectual contribution, and professional service for merit review purposes, subject to the School of Business and Industry limitation that department weights conform in aggregate to the School of Business and Industry targets of 60% teaching, 30% intellectual contribution, and 10% professional service.

3. Large classes (classes with 75 students or more) may be granted extra load credits. Extra credits may be assigned on a sliding scale as enrollment increases. Alternatively, the chair may award more merit to the faculty teaching component in the merit review process.
4. The faculty workload policy required by the Florida legislature, Board of Trustees, and FAMU Faculty Senate stipulates: "Load credit may be granted for scholarly research/creative activity. A written research/creative activity proposal must be approved by the department chair and by the Dean before load credit is assigned. The department chair and deans will audit the project at the end of the academic year to determine whether the accomplishments warrant continuing the load credit. Load credit may be granted by the department chair in consultation with the dean for service in such areas as university, college, or departmental committees, and professional organizations. Despite difficulties of quantifying credit load equivalencies, department chairs and deans must exercise judgment in assigning workload credits for intellectual contributions or extraordinary service activities."
5. Planning for load assignments should be conducted a year in advance of the assignments, when course schedules are prepared. However, later changes in assignments may be necessary and appropriate. Early each Fall Semester, the departmental chair will consult with faculty to determine each faculty member's

teaching and intellectual contributions load for the following academic year. The process for awarding workload credits will include (1) application by faculty for workload credits, and (2) assignment (approval) of credits by the chair and dean. Faculty desiring workload credits for intellectual contributions or extraordinary service must apply using the "Request for Research or Service Credits" form (Appendix C). The form for assignment of load credit is to be prepared and signed by the faculty member, the chair, and the dean.

4.01.03 Faculty Overloads

An Overload in SBI shall be defined as any instructional duties in an extension or continuing education activity in excess of a full appointment. Available overload appointments shall be offered equitably and as appropriate to qualified faculty member in sufficient time to allow voluntary acceptance or rejection.

4.01.04 Summer Instructional Assignment

The summer instructional assignment, like that for the academic year, includes the normal activities related to such an assignment as defined by the department and the nature of the course, such as course preparation, minor curriculum development with respect to the course in question, lectures, evaluation of student efforts, and consultations and conferences with students. When a summer instructional appointment immediately follows the academic year appointment, the faculty member may be assigned, if necessary, reasonable non-instructional duties related to the summer instructional appointment prior to the conclusion of the academic year appointment.

Supplemental summer appointments will be offered equitably and as appropriate contingent upon budgetary restrictions and student demands. Salary for a supplemental appointment shall be computed in accordance with the formula outlined in the Collective Bargaining Agreement.

Faculty on twelve month appointments shall not be assigned duties that preclude them from taking all or a portion of their accrued annual leave in the two weeks immediately preceding the beginning of the Fall term or in the period immediately following the Spring term.

5.01 Faculty Performance Evaluation, SBI Faculty Performance, Employee Evaluation Process, Utilization of the Evaluation, SBI Evaluation Instrument, Evaluation of SBI Faculty Teaching by SBI Students

5.01.01 SBI Faculty Performance

The performance of all faculty (instructor, assistant professor, associate professor, professor), including faculty with the appointment modifiers of adjunct, visiting, research and clinical must be evaluated at least once annually, with a more intensive review in the third year of employment. This regulation is supplemented by the Collective Bargaining Agreement for applicable faculty employees.

5.01.02 SBI Faculty Evaluation Process

The purpose of the evaluation is to assess and communicate the nature and extent of an employee's performance of assigned duties as it relates to teaching effectiveness, contribution to the discovery of new knowledge, the development of new educational techniques, service, and other forms of creative activity.

Application of the criteria for evaluating faculty employees shall not violate the faculty member's academic freedom or constitutional rights. A faculty member shall not be punished for exercising such freedom or rights, either in the performance of University duties or duties outside the University. At the same time, a faculty member may reasonably be expected to show, both in performance of University duties and duties outside the University, an awareness that membership in the academic profession carries with it special responsibilities.

The criteria and procedures set forth in this rule pertain to the annual and other evaluations of faculty. In cases where dishonesty, incompetence, neglect of duty, or irresponsibility of a bargaining unit faculty member is charged, different proceedings should be undertaken pursuant to the BOT/UFF Collective Bargaining Agreement. In cases of misconduct or incompetence of an out of unit faculty member, different proceedings should be undertaken pursuant to applicable University rules.

The performance evaluation shall be based upon assigned duties and shall consider the nature of the assignments.

In evaluating teaching, the evaluation of its effectiveness shall be related to approved written objectives of each course which shall be given to each class at the beginning of the academic term.

Faculty members may be evaluated by other University officials. In this regard, a faculty member may be evaluated for duties performed under the supervision of academic vice presidents, deans, directors, chairpersons, and/or any other University official who may supervise the faculty employee's activities. If appropriate, a faculty employee may be evaluated by public school officials for service to public schools or school districts.

5.01.03 Utilization of Evaluation

1. The chairperson of each department or other administrative unit shall collect the evaluation data for each faculty member in the department, and this data shall be placed in the faculty member's personnel file.
2. Existing evaluations and the data in the faculty member's personnel file upon which evaluations are based shall be considered in recommendations and final decisions on tenure, promotion, salary, and retention.
3. The contents of the faculty evaluation file shall be confidential and shall not be disclosed except to the affected faculty employee, and to those whose duties require access to the file in accordance with the University's evaluation procedures or by the President or President's designee in the discharge of official responsibilities or upon order of a court of competent jurisdiction.

5.01.04 FAMU/SBI Faculty Evaluation Instrument

**FLORIDA A & M UNIVERSITY
SCHOOL OF BUSINESS AND INDUSTRY**

FACULTY PERFORMANCE EVALUATION FORM

Academic Year 2009-2010

BACKGROUND INFORMATION:

NAME: ID#

RANK: DISCIPLINE:

METHOD OF EVALUATION:

***Quantitative:**

- Narrative Comments	<u>Number</u>	<u>Performance</u>
- Quantitative* (Circle one) Unsatisfactory	0	Extremely
- Supporting Documentation (Please attach)	1-2	Unsatisfactory
	3-6	Satisfactory
	7-8	Good
	9-10	Outstanding

PART I: Advancement of the mission of SBI, including:

Teaching

- Your student evaluation will be used as part of this section. Please provide with any other information that can shed light on your effectiveness in teaching in terms of learning outcomes and your assessment of learning outcomes for your courses and programs (graduate/undergraduate) they fall under. If you have not provided your fall and spring syllabi, make sure you provide them to either Ms. Henderson or Ms. Scott electronically by the due date of this input; failure to comply with this request will negatively impact your evaluation.

Committee Work

- Provide a list of all committee activities that you participated in during this academic year. For each committee, provide a very brief description of your contributions.

Counseling

- Provide information on your out-of-class interactions with students. For example, approximately to how many did you provide with career advisement? To how

many students did you provide academic advisement?

Participation in SBI Professional Development Program

- Provide information on any SBI professional development activities in which you participated e.g. Forums, luncheons, dinners, meeting with corporate clients.

Registration and other scheduled meetings and activities

- Provide any information on degree audits, registration advisement you provided students. Indicate whether you attended the students' information sessions we organized in February, and the Dean's meeting with students held in March.
- Record of your attendance at SBI meetings will be obtained from the Advisement Office.

PART II: Advancement of the mission of FAMU

This section will include a summary of your teaching effectiveness, research, and service (community, profession, SBI and FAMU).

PART III: Professional Growth

Services in related professional organizations (Contributions to Practice)

- Formal "conference" participation (i.e., discussant, chairman, presenter, invited speaker) in professional meetings, faculty seminars, and panel discussions;
- Performing editorial duties for refereed journals or relevant professional conferences;
- Holding offices in professional organizations;
- Supporting professional associations as session organizers and paper discussants at conferences/meetings;
- Service on an editorial review board of a peer reviewed journal;
- Service as a reviewer for a refereed journal/textbook/conference;
- Service as a peer reviewer for grant proposals.

Recognition by professional organizations

- Awards and/or invitations to present a paper at a conference, and any other documented evidence of recognition by professional organizations.

Personal professional development

- Formal continuing education course work;
- Post-doctoral study in area of teaching assignment;
- Participation in professional practice, consulting, faculty internships.

Intellectual Contributions/Curriculum Development

- Scholarly book published by a major press;
- Editor-reviewed article in a journal (as defined by the school journal lists);
- Software program that is documented and adopted by a professional; organization, institution, or company;

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- Monograph published by a major press;
- Refereed Proceedings publication at national, international or regional; professional organization meeting;
- Book Chapter in a scholarly book published by a major press;
- Paper presentation/Proceedings publication of presentation at national, international or regional professional organization meeting;
- Non-Peer reviewed journal article;
- Study Guide published by an independent entity (**not** self published);
- Case in a textbook/refereed journal/ proceedings publication at an international, national, or regional professional conference;
- Software program that is documented and adopted by a professional organization, institution, or company.

PART IV: Services and leadership to the local, state, and national community

Any civic activities at the local, state or national levels

PART V: Summary Judgment

Please **comment** on the progress faculty member is making towards:

Promotion (next highest rank):

Tenure:

**I have had a conference with my Division Director and have been duly appraised of this evaluation.*

Faculty Member's Signature	Date
Division Director's Signature	Date
Dean's Signature	Date

5.01.05 Evaluation of SBI Faculty Teaching By SBI Students

The School of Business and Industry recognizes the importance of teaching in fulfilling its mission. Evaluation of teaching provides feedback to faculty members, enabling them to develop to their fullest potential and to provide the best possible educational experience to the students served. In addition, the School of Business and Industry expects faculty members to continually evaluate their own teaching and to strive to improve the quality of their instruction. The evaluation of teaching in the School of Business and Industry, in addition to providing feedback for the faculty will provide information for personnel decisions such as promotion, tenure, and merit pay.

The process will include methods and procedures that measure teaching competence, content relevance, and delivery methods for all faculty members. The process hereby adopted shall include student evaluations, teaching portfolios, and other methods of evaluation.

Because the nature of teaching evaluation is complex and multifaceted, the evaluation process shall include uniformly administered student evaluations, teaching portfolios, and other methods to be determined by the faculty of each department. Implementation procedures include the following provisions.

1. Each department shall conduct regular and universally applied evaluations of teaching, including mandatory student evaluations. Evaluations shall be conducted for all classes, all sections, and every semester and in the summer sessions.
2. The process shall include student evaluation of teaching, using a single instrument for all academic areas within the university(--departments in the School of Business and Industry)delete information in parenthesis and a procedure that is uniformly applied and appropriately communicated to the faculty.
3. Untenured faculty is required to have both the semantic differential instrument and open-ended written responses completed by students.
4. To assure academic integrity(, adherence to curriculum guidelines, and evaluation of students should not be expected to evaluate,)delete information in parenthesis each department shall require faculty to prepare teaching portfolios, including mandatory criteria as follows:
 - a. Statement of teaching philosophy.
 - b. Factors that course syllabi and exams or graded assignments are based upon.
 - c. Evidence of integration of contemporary business theory and practice into classroom instruction.
 - d. Innovative course materials and technologies, including use of multimedia or other cutting edge teaching techniques.
 - e. Evidence of integration of student oral presentations, writing assignments, and computing assignments.

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- f. Evaluations and assessments from students, chairs, peers, and a self-assessment.
 - g. A summary report of no more than four pages should precede the teaching portfolio report.
5. Confidentiality of evaluations shall be maintained through a system that limits distribution of evaluation information. The results of evaluations shall be made available to the faculty member, the department chair, the Dean of the School of Business and Industry, appropriate committees that are required to evaluate faculty members' performance and to make tenure and promotion recommendations, and the Provost.

Procedures for administering evaluations shall follow approved School of Business and Industry guidelines for conducting teaching evaluations. This policy and the procedures for its implementation shall be reviewed periodically by a committee representing each of the School of Business and Industry's departments.

6.01 SBI Faculty Compensation Procedures, Additional Compensation, Fringe Benefits, Leaves, Guidelines on Outside Activity

6.01.01 SBI Faculty Pay Plan Procedure

The instructional and research faculty are paid at regular intervals in accordance with the bi weekly payroll schedule established by the University. All University employees are paid bi weekly. All employees hired after January 1, 1997 are required to participate in direct deposit. All other faculty are encouraged to participate. Direct deposit is arranged through the Payroll Office in the Office of Human Resources. Deductions for federal income tax, social security tax, various insurance, tax-deferred annuity programs, credit unions, and various miscellaneous deductions are made when applicable or appropriate. For each bi-weekly pay period, the University provides an itemized statement which details payment and all deductions for that pay period. Should a question arise, contact the appropriate departmental staff member.

6.01.02 Additional Compensation

SBI Faculty may receive approval for additional compensation when assigned additional activities justifying employment in excess of 1.0 full-time equivalent (FTE). Any activity resulting in university-based compensation beyond that associated with the annual employment contract must have the approval of the faculty member's department chair, the dean, and the provost. Such activities may include, but are not limited to:

1. An assignment in excess of 1.0 FTE in credit or non-credit generating activities sponsored by the university;
2. Providing services to public schools, other Florida institutions, other state agencies, local governmental agencies, and private firms under the terms of a contract or grant;
3. Commitment to research projects, when consistent with the approved project budget and allowed by the sponsor's policies, or to cost sharing in external research grants.

6.01.03 Fringe Benefits

The Benefits Section in the Office of Human Resources is responsible for the administration of all University benefit programs available to SBI faculty. Because of the need for brevity and frequent amendment to programs, it is suggested that faculty members contact the Benefits Section for detailed information. The University currently offers the following programs:

1. Flexible Benefits Plan
2. Pretax Premiums
3. Medical and/or Dependent Day Care Reimbursement

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4. Health and Life Insurance Plans
5. Group Health Insurance
6. Health Maintenance Organizations (HMO's)
7. State Sponsored Group Life Insurance
8. State Group Long-Term Disability Income
9. Short-Term Disability Income
10. Group Term Insurance
11. Life Insurance
12. Accidental Death and Dismemberment Insurance

6.01.04 Leaves

SBI Faculty is entitled to take a leave for the reasons set forth in Article 17 of the FAMU/UFF Collective Bargaining Agreement. No faculty member shall be penalized or disadvantaged for having taken leave. The duration of a leave may vary from a few hours to a year, or more (if extended by the president).

1. A leave may be with pay (compensated) or without pay (uncompensated).
2. A leave with pay may include leaves for the following reasons:
 - a. Parental leave
 - b. Accrued sick leave may be used for:
 - i. An approved family or medical leave
 - ii. Personal illness or injury
 - iii. Personal appointment with health care providers
 - iv. Illness, injury, or appointment with the health care provider of a member of the immediate family
 - v. Death of a member of the immediate family
3. Job related illness or injury (under the Worker's Compensation)
4. Annual leave for 12 month faculty
5. Jury duty and court appearances
6. Military leave
7. Service-connected disability leave
8. Leave pending investigation
9. Potential damage leave
10. Florida disaster volunteer
11. Civil disorder or disaster leave
12. Athletic competition leave
13. Official emergency closings
14. Presidential leave

A leave without pay may include the following reasons:

1. Family and Medical Leave Act (FMLA) entitlements
2. Family medical leave in addition to FMLA
3. Personal medical leave in addition to FMLA
4. Foster care under FMLA

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5. Parental leave (after having used all eligible paid parental leave)
6. Sick leave (once all accrued sick leave has been used)
7. Presidential leave

The following leaves shall be granted upon request of the faculty member.

1. Family and Medical Leave Act entitlements
2. Parental leave
3. Sick leave
4. Job related illness or injury
5. Jury duty and court appearances
6. Military leave
7. Service connected disability leave
8. Florida disaster volunteer leave
9. Civil disorder or disaster leave
10. Athletic competition leave
11. Official emergency closings

All other leaves are granted at the discretion of the appropriate administrator, i.e. Provost, President or Board of Trustees. However, permission shall not be unreasonably withheld. Additional questions concerning leaves should be directed to the Office of Human Resources.

The hours of work and leave taken by a University Support Personnel System (USPS) employee should be recorded on the official Attendance and Leave Report form on a daily basis. Bi-weekly Attendance and Leave Reports are due in the Dean's office by the Thursday after the pay period ends.

An employee who expects to be absent from work for any reason has an option of using accrued annual or compensatory leave, as appropriate, with the prior approval of the supervisor. ***If the absence is due to illness, an employee must use sick leave before using their annual leave.*** An exception can be made in an emergency situation or sudden illness, when advance approval cannot be granted.

Nine-month faculty do not earn annual or compensatory leave.

The leave form for faculty members may be obtained from the Dean's office or the SBI Budget Office. This form is required by the Florida A&M University's Human Resources office. It is to be completed by all faculty and Administrative & Professional (A&P) personnel for all leave taken during the pay period. The completed form must be submitted to the Dean's office no later than the Thursday after the pay period ends.

All twelve-month faculty must take either compensatory (e.g., annual, military, jury duty) leave or sick leave when absent from work.

6.01.05 Guidelines on Outside Activities

“Outside Activity” shall mean any private practice, private consulting, additional teaching or research, or other activity, compensated or uncompensated, which is not part of the faculty member’s assigned duties and for which the university has provided no compensation. If an SBI faculty member wishes to engage in any outside activity, the faculty member shall file a request with the faculty member’s immediate supervisor, detailing in writing, the proposed activity prior to engaging therein.and completing the necessary forms required by the university.

7.01 SBI Faculty Improvement Programs (Sabbaticals and Professional Leave)

7.01.01 Sabbaticals

Sabbaticals for professional development will be made available to full-time tenured faculty employees, with at least six years of full time service within the University. Such sabbaticals will be granted to increase the employee's value to the University. The requirements for Sabbaticals as outlined in the BOT/UFF Collective Bargaining Agreement shall apply. Applications can be obtained in the office of the Dean of the School of Business and Industry.

7.01.02 Faculty Development Leave Program

The Faculty Development Leave Program provides for faculty employees the opportunity to take a period of months, as determined by the University and the faculty employee, for purposes of professional renewal, planned study, formal education research, writing or other experience of professional value. Eligible faculty employees must have achieved the rank of assistant professor or higher and have six years of full-time service at the University. Terms of the BOT/UFF Collective Bargaining Agreement shall apply.

7.01.03 Professional Development Leave Program

All employees with three or more years of service, except those who are serving in tenure earning or tenured positions, shall be eligible for professional development leaves if the terms of a contract and grant through which an employee may be compensated allow for such leave, may apply for the professional development program at full pay for up to one semester for the purpose of taking academic course work, performing individual research, or other relevant activities which shall improve the employee's professional experience. The terms of the BOT/UFF Collective Bargaining Agreement shall apply.

1. An out-of-unit A&P employee is eligible to be considered for professional leaves with pay for educational or developmental leave. The purpose of this leave is to increase the employee's value to the University through enhanced opportunities for professional renewal, educational travel, study, formal education, research, writing, exchange programs, or other experience of professional value to the University and the employee.
2. During the period of professional leave with pay the University will continue to make contributions to the employee's retirement and insurance programs. All other benefits will continue during the period of approved professional development leave, including the accrual of annual and sick leave proportionate to the employee's appointment prior to the approval of the leave.

3. Funding will be from the employee's school, college, division or unit unless otherwise approved by the President or President's designee.
4. Employment unrelated to the purpose of the professional leave is governed by the provisions of all applicable laws, rules, policies, and procedures pertaining to outside activity and conflict of interest.
5. Professional Development Leave may be full time or part time, depending on the purpose of the leave. Normally, such a leave will not exceed one semester.
6. The President or President's designee may determine the number of professional leaves in his/her area to be approved each fiscal year. Generally, no more than one employee in a school, college, division or unit may be approved for leave at the same time.
7. Return to Work Obligation – Unless a written agreement to the contrary is executed prior to participation, the following applies:
 - a. Upon completion of the leave, the employee is required to return to work for twice the length of time for which the leave was approved.
 - b. An employee who fails to complete the service requirement will return to the University the salary received during the leave unless otherwise approved.
 - c. An employee who fails to spend the leave time as stated in the application shall reimburse the University for the salary and any other payments or benefits provided by the university during the leave.
 - d. Upon completion of the leave, the employee shall provide to the President or President's designee a brief report of the employee's accomplishments during the Professional Development Leave and how those accomplishments may be used to enhance the University, school, college, division or unit.
8. Eligibility Criteria. At least three consecutive years of service with the University in the A & P pay plan, irrespective of funding source, provided the terms of a contract or grant through which an employee may be compensated allows for such leave.
 - a. The purpose of the leave is for professional development to enhance the employee's knowledge and competencies and contribution to the organizational effectiveness of the University and his/her school, college, division or unit.
 - b. The University determines that the completion of the project, work, or education will improve the productivity or management of the employee's unit or the University; or move the school, college, division or unit and the University closer to achieving its specific mission or reaching its vision.
 - c. The employee has not had a professional development leave for at least three years.

7.01.04 Personnel Exchange Program

1. The University may establish and maintain a program by which persons who occupy Faculty and A & P positions may temporarily exchange positions with persons in like capacities in government, private industry, and/or institutions of higher education.
2. Scope of Program – The Exchange Program is a distinct program providing opportunities for employee exchange and will not be tied to any other personnel program.

7.01.05 Faculty Foreign Service

1. Full time faculty employees of the University who work in foreign countries shall retain all rights and privileges of on campus faculty employees, including those of salary increases, promotion and tenure.
2. No person of professional rank will be employed by the University for official duties outside of the United States in other than full professional status as a member of the faculty when such duties are expected to last for a period of 12 or more months. Persons employed for consultation or short term tasks of less than 12 months duration will work on a special contract basis with no university rank or other connection except as specified in the individual contract.

8.01 SBI Faculty Guidelines, Academic Advisement, Office Hours, Books and Teaching Materials, Faculty Meetings Attendance, Course Syllabi, Grievance Procedures, SBI Academic Grievance and Student Behavior Procedures

8.01.01 SBI Faculty Guidelines

The School of Business and Industry at Florida A&M University is committed to the principle of excellence in education. Teaching and training is at the core of the mission of this University, whether it be in the context of the classroom or in any of the myriad contexts in which faculty interact with students. A number of guidelines, rules, and regulations have been developed regarding students and faculty interactions.

The University has established academic guidelines for undergraduate, graduate, and professional degree programs. These policies may be accessed at the following sites: Undergraduate Academic Guidelines: <http://www.famu.edu> (click Registrar and/or Board of Trustees – Regulations – Academic Affairs) University Catalog: <http://www.famu.edu> Graduate Academic Guidelines: <http://www.famu.edu> (click School of Graduate Studies); and Florida A&M University Student Handbook “The Fang” – The Office of Student Affairs.

8.01.02 Academic Advisement

Academic advising connotes the providing of educationally related information and guidance to students confronted with choices and alternative paths in their education. Although there are several models for advisement programs, the most widely accepted model involves the use of faculty as academic advisors. Advising, as it is defined in the current literature, is a much broader concept. Traditionally, faculty advising function have involved maintaining student records, and describing the requirements of the academic major. From this broader perspective, advisors must be able to establish and maintain a relationship with advisees that help them "conceptualize their situation and future possibilities." Ordinarily, the following considerations guide persons involved in advising:

- Advising has a major impact on students' satisfaction with their educational programs and, in turn, on their perception of fit with the institution.
- Institutional commitment to advising must be demonstrated in terms of human, fiscal, and physical resources.
- Effective advising presupposes the existence of a well-articulated set of principles and guidelines.
- The components and criteria of an effective advising system can be isolated.
- The skills and insights of good academic advising can be developed.

- The appointment of one individual or office to coordinate the total advising system will prevent fragmentation among units and promote desirable outcomes.

SBI maintains a fully staffed advisement center, located on the 3rd Floor in the East Wing.

8.01.03 Faculty Office Hours

SBI faculty are expected to include their office hours in the course syllabus and post their office hours in a conspicuous so students can have access to their professors, outside of the regularly scheduled class. Faculty should post actual hours in the office and not operate entirely by appointments.

Faculty are expected to maintain a minimum of one (1) office hour per week for each course taught. Normally, these hours should be scheduled for both morning and afternoon sessions, distributed across more than one day. Individual exceptions to the office hour policy may be approved by the Dean because of the level and type of class. Faculty office hour schedule and any changes to the schedule must be submitted to the Dean for the college/school/academic unit.

8.01.04 Books and Teaching Materials

SBI continues to be concerned that students are exposed to the best in books and teaching materials. The right and responsibility of the individual scholar to choose his/her teaching material is recognized. Each member of the faculty shall select materials that are among the best available, appropriate and in good taste within the context of the educational or scientific purpose. If the faculty member has a vested interest in the selected materials, he/she must notify the dean or designee.

8.01.05 Attendance at Faculty Meetings

SBI requires faculty and/or staff members of the school to attend certain internal and external meetings as part of the faculty or staff members' professional obligation. All faculty members, including adjunct and visiting status faculty, are expected to assume this obligation.

1. The Dean of SBI is expected to hold general faculty meetings at least once per semester, or as needed.
2. The Assistant Dean and Department chairs are expected to hold faculty meetings, as needed.

8.01.06 Course Syllabi

On the first day of class, all SBI teaching faculty shall provide course syllabi (hard copy or web based), to all students present and enrolled in the course. The syllabi must provide

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written information about goals and requirements of each course. A copy of each course syllabus shall be maintained in the department office as dictated by the Southern Association of Colleges and Schools (SACS) Criteria for Accreditation. Specifically, each syllabus is required to include the following:

1. Name of the university
2. Name of college, school, institute, division, department or program
3. Semester/year
4. Course prefix, catalog number, title and catalog description and prerequisites (as listed in the University Catalog)
5. Course goals and objectives
6. Credit/contact hours
7. Name of instructor, contact information (e.g., office location, telephone number, e mail address)
8. Office hours
9. Required and recommended texts
10. Location of Academic Learning Compacts (<http://www.famu.edu>)
11. Course requirements (e.g., examinations, research papers, group projects)
12. Course strategies / mode of delivery
13. Methods of evaluation (grading system and scale)
14. Grading system – percentages or points
15. Grading scale
16. Course policies – attendance, tardiness, make up examinations
17. Academic Honor Policy statement
18. University’s Americans with Disabilities Act (ADA) Policy Statement: “Individuals who need a reasonable accommodation must notify the Office of Equal Opportunity Programs at 599 3076.”
19. University’s Non discrimination Policy Statement (<http://www.famu.edu>)

8.01.07 Academic Honesty Violations

1. An academic honesty violation shall include a student who gives or takes information or material and wrongfully uses it to aid himself/herself or another student in academic endeavors. It shall further include receiving unauthorized written or oral information from a fellow student. Additionally, it shall include stealing, buying, selling, or referring to a copy of an examination before it is administered.
2. In the instance of papers written outside of the class, academic honesty violations shall include plagiarism. Plagiarism may be specifically defined for the purposes of any course by the instructor involved. Unless otherwise defined, plagiarism shall include failure to use quotation marks or other conventional markings around material quoted from any source. Plagiarism shall also include paraphrasing a specific passage from a specific source without indicating accurately what that source is. Plagiarism shall further include letting another person compose or rewrite a written assignment.

3. A student who assists in any of the academic honesty violations mentioned above shall be considered equally as responsible as the student who accepts such assistance.
4. For procedural information regarding academic honesty violations, students should consult with the academic dean or director in the respective school or college.
5. The penalties for academic honesty violations shall include: reprimand, reduction of grade; denial of academic credit; invalidation of university credit or of the degree based upon such credit; probation; suspension; dismissal; or expulsion. In addition to any other penalties that may be imposed, the individual or student may be denied admission or further registration, and the University may invalidate academic credit for work done by a student and may invalidate or revoke the degree based upon such application, residence affidavit, or accompanying documents or statements in connection with, or supplemental to, the application for admission to or graduation from the University.

EXHIBIT 4: SUGGESTED SBI COURSE SYLLABI TEMPLATE

**FLORIDA A & M UNIVERSITY
SCHOOL OF BUSINESS AND INDUSTRY**

SYLLABUS BOILERPLATE

MAN XXXX-XXX Course Name

Florida A&M University
School of Business and Industry

Semester/Year

Professor: Name

Instructor(s) of Record

Phone: Office number

E-mail: FAMU address and alternative e-mail

Website: If applicable

Office: building and number

Office Hours:

SBI Mission Statement

The mission of the School of Business and Industry (SBI) at Florida A&M University is to produce B.S. and MBA graduates capable of excelling as future leaders in global business, industry, and commerce. This is achieved by:

- Providing innovative academic, professional development, and internship experiences in an enlightened, ethical, and stimulating student-centered learning environment.
- Developing, supporting, and creating opportunities for a diverse qualified faculty and staff committed to “excellence with caring” through high-quality teaching, relevant intellectual contributions, and meaningful service.
- Creating an environment in which shared governance, collegiality, openness, respect for others, and individual and mutual responsibility and accountability flourish.
- Embracing the University’s historic mission of educating African Americans while recruiting students of all races and ethnic origins with strong academic backgrounds committed to the pursuit of excellence.
- Developing new, and expanding existing, creative partnerships with alumni, and private and public stakeholders to maintain the relevance and currency of our academic programs.
- Promoting an environment of continuous improvement by acquiring and developing the necessary human, physical, financial, and technological resources to maintain our competitive edge.

SBI Values Statement

We value a work and learning environment that is based on professionalism, responsibility, accountability, respect, trust, pride, ethics, integrity, caring, excellence, knowledge, research, and service.

SBI Vision Statement

The School of Business and Industry aspires to be recognized nationally and internationally as a preeminent center of excellence in business.

Course Catalog Description

Course Name: Provide the catalog description here.

Prerequisite: List the prerequisites with the course code, number and description.

Core curriculum course: Yes/No

Course restrictions: List any such restrictions pertaining to enrollment

Availability to Other Majors: Yes/No

Course Objectives

Detailed description of what course is seeking to accomplish.

Topics Covered

Learning Materials

Text: author, title and edition

Computer Use: Extent to which learning is facilitated by computer applications (High, Medium, Low).

Modes of instruction: lecture, audio/visual, class discussion and group interaction

Topics Covered

1. Topic A
2. Topic B
3. Topic C
4. Topic D
5. Topic E

SBI is subject to two accrediting bodies. AACSB International and the Southern Association of Colleges and Schools (SACS)

AACSB International

SBI's Undergraduate Expected Learning Outcomes for B.S. in Accounting*

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems. The ability to use quantitative models for decision-making.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.

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3. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in accounting.
4. **Multicultural and Diversity Understanding** – the ability to understand the importance of multicultural and diversity issues in business.
5. **Teamwork Skills**-- the fundamental knowledge and understanding of team structures, processes, and methods.

Southern Association of Colleges and Schools (SACS)
SBI's Undergraduate Expected Learning Outcomes for B.S. in Accounting*

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems. The ability to use quantitative models for decision-making.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.
3. **Content/Discipline Knowledge and Skills**– the ability to demonstrate discipline-specific knowledge in accounting.
4. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in accounting.
5. **Multicultural and Diversity Understanding** – the ability to understand the importance of multicultural and diversity issues in business.
6. **Information Technology Literacy**- The knowledge of the core information technologies and the ability to apply technology in business.
7. **Teamwork Skills**-- the fundamental knowledge and understanding of team structures, processes, and methods.

*Note: In view of the advent of the Board of Governor's Academic Learning Compact (ALC), the committee plans to revise the syllabus requirements to include expected learning outcomes and how learning will be assessed in your classroom.

OR

AACSB International
SBI's Undergraduate Expected Learning Outcomes for
B.S. in Business Administration*

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems. The ability to use quantitative models for decision-making.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.
3. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in business.
4. **Multicultural and Diversity Understanding** – the ability to understand the importance of interacting in a multicultural and diverse environment.

5. **Teamwork Skills**-the fundamental knowledge and understanding of team structures, processes, and methods.

Southern Association of Colleges and Schools (SACS)
SBI's Undergraduate Expected Learning Outcomes for B.S. in Business
Administration*

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems. The ability to use quantitative models for decision-making.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.
3. **Content/Discipline Knowledge and Skills**– the ability to demonstrate discipline-specific knowledge in accounting.
4. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in accounting.
5. **Multicultural and Diversity Understanding** – the ability to understand the importance of multicultural and diversity issues in business.
6. **Information Technology Literacy**- The knowledge of the core information technologies and the ability to apply technology in business.
7. **Teamwork Skills**-- the fundamental knowledge and understanding of team structures, processes, and methods.

*Note: In view of the advent of the Board of Governor's Academic Learning Compact (ALC), the committee plans to revise the syllabus requirements to include expected learning outcomes and how learning will be assessed in your classroom.

OR

AACSB International
SBI's Expected Learning Outcomes for
Professional MBA and Two-Year MBA

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems and to draw sound inferences from multiple perspectives. The ability to use quantitative information to solve business problems.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.
3. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in business and develop a framework for making appropriate decisions.
4. **Multicultural and Diversity Understanding** – the ability to understand the importance of multicultural and diversity issues in business decisions.
5. **Information Technology Literacy, Understanding, and Application**- the ability to apply core information technologies in the use of decision support systems.

6. **Teamwork Skills**-the fundamental knowledge and understanding of team structures, processes, and methods.
7. **Leadership Skills** - the ability to influence the activities of an individual or a group in efforts toward goal achievement.

Southern Association of Colleges and Schools (SACS)
SBI's Expected Learning Outcomes for
Professional MBA and Two-Year MBA*

1. **Problem Solving Skills** – the ability to identify, isolate and find relationships among concepts or problems. The ability to use quantitative models for decision-making.
2. **Communication Skills** – the ability to inform others through the effective presentation of ideas utilizing oral, written, and graphic expressions.
3. **Content/Discipline Knowledge and Skills**– the ability to demonstrate discipline-specific knowledge in accounting.
4. **Ethical Understanding and Reasoning Skills** – the ability to identify and evaluate ethical issues in accounting.
5. **Multicultural and Diversity Understanding** – the ability to understand the importance of multicultural and diversity issues in business.
6. **Information Technology Literacy**- The knowledge of the core information technologies and the ability to apply technology in business.
7. **Teamwork Skills**-- the fundamental knowledge and understanding of team structures, processes, and methods.

*Note: In view of the advent of the Board of Governor's Academic Learning Compact (ALC), the committee plans to revise the syllabus requirements to include expected learning outcomes and how learning will be assessed in your classroom.

8.01.08 Course Administration

Breakdown of course criteria and scheduling for semester

8.01.09 SBI Faculty Grievance Procedure

The university and the employees agree that all problems should be resolved, whenever possible, before the filing of a grievance. Open communications between administrators and employees is encouraged, so the resort to the formal grievance procedure will not normally be necessary. A formal grievance is usually initiated by submitting a written grievance to the employee's supervisor. The grievance form is provided in the appendix of the Collective Bargaining Agreement. Additional information regarding the union grievance procedure can be found in the UFF Collective Bargaining Agreement. Alternately, tenured faculty may chose to file a formal complaint in accordance with Rule 6C3-10.232, Florida Administrative Code. A formal complaint may be filed at Step 1 with the President's representative. The FAMU/Collective Bargaining Agreement and the University's Complaint Procedure can be accessed on the Academic Affairs website.

8.01.010 SBI Academic Grievance and Student Behavior Procedures

These are the academic grievance and student behavior procedures that should be followed in all academic grievance/student behavior cases starting May 2009.

Academic Grievance Procedures

The steps in the Academic Grievance process are:

1. The student must provide proof that he or she has met with the faculty member and was not successful in resolving the problem.
2. The student then meets with the Chair of the faculty member's department and presents the issue. The Chair has the responsibility of meeting with the faculty member and the student to determine the facts. The Chair has 15 days to render a decision to the student and faculty member.
3. If the student does not agree with the findings of the Chair, the student then meets with the Associate Dean of Academics and presents the issue. The Associate Dean of Academics has the responsibility of meeting with the Chair and/or faculty member and the student to determine the facts. The Associate Dean of Academics has 15 days to render a decision to the student, Chair, and faculty member.
4. If the student does not agree with the findings of the Associate Dean of Academics, the student may then appeal the decision to the SBI Dean. The Dean has 15 days to review the request and render a decision to the student, Associate Dean, Chair, and faculty member.
5. After the decision of the Dean, the student has an additional recourse of filing a written grievance by submitting a completed Academic Grievance Form and supporting documentation with the SBI Grievance and Student Behavior Committee. The Grievance Committee has 30 days to conduct due diligence and render a decision to the student, Dean, Associate Dean of Academics, Chair, and faculty member.
6. The student has one final appeal to the Vice President of Academic Affairs. This should be in the form of a letter.

Academic Student Behavior Complaints Procedures

A SBI faculty or staff member may submit a written complaint regarding unacceptable student behavior with the boundaries of all curricular and co-curricular activities of the School of Business & Industry. The steps in the Academic Student Behavior process are:

1. A SBI faculty or staff member may submit a written complaint regarding unacceptable student behavior with the boundaries of all curricular and co-curricular

activities of the School of Business & Industry to his or her supervisor and the student.

2. The faculty or staff member then meets with his or her supervisor and presents the issue. The Supervisor has the responsibility of meeting with the faculty or staff member and the student to determine the facts. The Supervisor has 15 days to render a decision to the student and faculty member.
3. If the faculty/staff member or student does not agree with the findings of the Supervisor, the faculty/staff member or student then meets with the Associate Dean of Academics and presents the issue. The Associate Dean of Academics has the responsibility of meeting with the Supervisor and/or faculty/staff member and the student to determine the facts. The Associate Dean of Academics has 15 days to render a decision to the student, Supervisor, and faculty or staff member.
4. If the faculty/staff member or student does not agree with the findings of the Associate Dean of Academics, the faculty/staff member or student may then appeal the decision to the SBI Dean. The Dean has 15 days to review the request and render a decision to the student, Associate Dean, Supervisor, and faculty/staff member.
5. After the decision of the Dean, the faculty/staff member or student has an additional recourse of filing a written grievance and supporting documentation with the SBI Grievance and Student Behavior Committee. The Grievance and Student Behavior Committee has 30 days to conduct due diligence and render a decision to the faculty/staff member, student, Dean, Associate Dean of Academics, and Supervisor of faculty/staff member.
6. The faculty/staff member or student has one final appeal to the Vice President of Academic Affairs or Vice President of Student Affairs. This should be in the form of a letter.

9.01 SBI Faculty Administrative Standards, Guidelines and Procedures

9.01.01 Access to Parking

There are several available areas for parking on campus. To park in a campus lot, the purchase of a parking decal is mandatory. The price of a parking decal will vary according to the chosen parking lot. Parking decals are available through the University's Department of Parking Services located on Wahnish Way.

Parking Services requires: (1) proof of employment, via copy of contract or letter from Dean's Office, (2) car registration documents, and (3) auto insurance card. To facilitate the process, please have these documents available at the time of application.

9.01.02 ID (Rattler) Card

To access some of the University's services, a FAMU ID (Rattler) Card is necessary. This card is issued through the Administrative Services Department located in Room G-20 of the Foote-Hilyer Administrative Center. The hours of operation are 10:00 am – 4:00 pm, and a form of picture identification will need to be presented for completion of the necessary forms. Once the necessary documentation is completed and a nominal fee of \$10.00 is paid the FAMUs ID (Rattler) Card will be issued.

9.01.03 Telephone Services

The University is connected to the State of Florida's SUNCOM Network, which must be accessed for all school-related long distance calls. To access the SUNCOM Network, dial 6+1+area code & number, on a telephone which has access to the network. Please do not utilize the SUNCOM Network for toll-free numbers, directory assistance call or local numbers.

To dial local number, access outside line by dialing 9+ phone numbers. If the SUNCOM Network is accessed for local calls, they will bill at long-distance rates. For toll-free calls (800 numbers), please dial 9+1+800+seven digit number. Directory assistance call should be made to 9+1+555-1212.

Policy prohibits the acceptance of collect calls, third party calls, and personal long-distance calls on the SUNCOM Network.

9.01.04 Equipment Requests

Faculty may request equipment to facilitate their assignments. This includes computer equipment, answering machines, overhead projectors, multi-media projection system and video cassette recorders (VCRs). Faculty members are expected to exercise due diligence in protecting and securing all equipment entrusted to him/her. Faculty may be requested

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to attend an informational session on some equipment before checking it out for use. For additional information contact the Administrative Office (SBO South Wing, Suite 104).

9.01.05 Requesting Computer Equipment

The goal of SBI is to have all faculty members with a computer in their offices. All requests for computer equipment must be made through the Departmental Chair.

9.01.06 Requesting Answering Machine and Voice Mail

Answering machines and Voice Mail are available through the Budget Office in SBI South Wing, Suite 104. All faculty members are expected to activate their answering machines or Voice Mail to permit students, other faculty, and staff and outside callers to leave them messages when they are out of the office.

9.01.07 Overhead Projector Request

Overhead projectors are available in each classroom to facilitate lectures and presentations. Efforts have been made to place an overhead projector in each instructional area. Requests for bulbs should be made through the Service Center. Faculty members are asked not to move overhead projectors throughout the building without authorization. If a projector is needed, or not in place, one may be secured through the Budget Office.

9.01.08 Guideline Regarding the Liability for Personal Equipment

Any faculty member who desires to have personal equipment in his or her office that has not been issued to them by the School of Business & Industry must be aware of the following policy:

1. The School of Business & Industry shares no liability for any damages to or theft of personal equipment.
2. It is recommended that all personal equipment not issued by the School of Business and Industry be insured through the faculty member's personal insurance.

9.01.09 Guideline for Repairs and Maintenance of University Property

Any request for repairs and/or maintenance for any University property, except computer equipment and peripherals, should be made through the Budget Office (SBI South Wing Suite 104). For repairs to computer equipment and peripherals (e.g., printers, scanners), please contact the Supervisor of Computer Labs (SBI East Wing, Room 205).

9.01.010 Key Requests and SBI Room Requests

Each faculty and staff should have at least two keys: a key to access his/her office and one to access the wing in which that office is located. All key requests are made through

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the Budget Office and authorized by the Dean. Keys should not, at any time, be given to any other individual. A \$15.00 replacement fee is required for each key that is misplaced or stolen.

9.01.011 Guidelines for Copying, Mailing, and Securing Supplies

(Please refer to the SBI Service Center Manual. A copy of the manual can be obtained from the SBI Service Center, South Wing, 2nd Floor.)

9.01.012 Procedure for Requesting Services Rendered by United Parcel Service (UPS)

Any act of mailing packages that require the service of the United Parcel Service must abide by the following procedures:

1. The package(s) must be properly packaged and addressed.
2. The package(s) must be submitted to the Administration Office between the operating hours of 8:00 a.m. – 5:00 p.m. Any package submitted after 5:00 p.m. will be sent out the next day.
3. A completed and signed UPS Mailing Request Form must be submitted for approval by the Budget Office or the SBI Dean.

9.01.013 Procedure for Requesting Workstudy Students and Graduate Assistants

Assignments of workstudy students are made available through the Associate Dean. Any special requests (e.g., the wish to work with a certain student) may be submitted to the Associate Dean for consideration.

Once a faculty member is assigned a workstudy student, he/she will be responsible for monitoring the worker's hours and signing his/her time sheet at the end of each pay period.

9.01.014 Procedure for Requesting Reimbursable Expenses

Certain expenses are reimbursable to a faculty member by the School of Business and Industry. These expenses may include, but not limited to, travel expenses, purchase of office supplies and expenses incurred while entertaining a visitor(s) to the School of Business and Industry. *ALL* expenses *must* have prior approval of the Dean and appropriate designated authorized personnel.

9.01.015 SBI Travel Guidelines

1. SBI will pay for Registration, travel, and approved incidentals and per diem.
2. SBI will pay for a maximum of two nights of hotel accommodations.
3. Support will only be given to those faculty members presenting papers whose papers or their abstracts are published in the proceedings of the conference.
4. Faculty members planning conference travel must submit their travel authorization requests (TAR) at least 35 days prior to their travel date. The Title III office requires 30 days and SBI will need the extra days to make sure that all the processes are completed.
5. Within 5 days of submitting your TAR, a decision will be made and permission granted to purchase an airline ticket to secure the most reasonable fare, and to book the conference hotel within the conference stipulated deadline.
6. Documentation must be provided to support all expense items budgeted on the TAR. Particularly, Airfare, hotel, registration, and rental expenses.
7. Hotel rate will be based on the conference rate. If a faculty member decides to lodge in a different hotel than the conference hotel when the conference rate is available, he or she will bear any cost beyond the conference rate.
8. State Per Diem rate is \$36.00 per day (\$6 – breakfast, \$9 – lunch, \$11 – dinner).



Florida Agricultural and Mechanical University Foundation, Inc.
Lee Hall 200
Tallahassee, FL 32307

Date: _____

Travel/Entertainment Reimbursement Voucher

DATE	Reason for Travel/Entertainment	Travel Origin to Destination	Entertainment Expense	Airfare	Car Rental	Mileage Amount Claimed	Lodging	Meals/ Per Diem	Incidental	
									Amount	Description
TOTALS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

FOR FOUNDATION USE ONLY			
CAR RENTAL 02-500220	\$ -	ENTERTAINMENT 02-500260	\$ -
AIRFARE 02-500220	\$ -	MEALS/ PER DIEM 02-500260	\$ -
LODGING 02-500220	\$ -	DUES & SUB. 02-500300	\$ -
MILEAGE 02-500220	\$ -	TELEPHONE 02-500360	\$ -
TOTAL TRAVEL 02-500220	\$ -	MISC. EXPENSE 02-500900	\$ -

TOTAL	\$ -
Less Cash Advance	\$ -
Amount Due Traveler (Amount Due Foundation)	\$ -

Note : Original receipts should be taped to 8.5 X 11 paper.
List business calls, registration fees, taxi-cab fare, portage, etc. in the incidental column.
Itemize lodging by the date. List names of all individuals entertained.

Print Name: _____

Date: _____

9.01.016 Procedure for Purchasing Office Supplies

Minor office supplies expenses may be reimbursable if:

1. The item is not available through the SBI Service Center
2. The item is needed immediately

Before making the purchase the employee *must get prior approval*, either from his/her Department Head or the Dean, and clearance from the Budget Office. Every effort should be made to request any unusual items early enough to be made available through the SBI Service Center. It is expected that when a personal purchase is necessary, the employee will seek the lowest cost.

9.01.017 Procedure for Requesting Expenses Incurred While Entertaining an SBI Guest

Normally entertainment expenses are either paid by the guest (corporate guest) or arranged by Department Heads. On rare occasions a faculty member may be requested to pay identified expenses and seek SBI reimbursement. The faculty member must keep the original receipts. The original receipts include both charge card copies as well as receipts showing meal items for the dining establishment (restaurant sales slip). The names of each individual in attendance must be written on the back of the restaurant sales slip. To be reimbursed, a faculty member must submit to the Budget Office the original receipts, a copy of the SBI itinerary of the guest and completed Vendor Form with the proper authorization (Department Head's signature). A blank Vendor Form may be obtained from the SBI Budget Office.

9.01.018 Exit Procedures

In accordance with University rules and regulation, an exit interview must be completed with the FAMU Human Resources Office. An exiting employee must schedule an appointment with the FAMU Human Resources Office five (5) days before their effective termination date. At that time a required exit form will be completed.

An exiting employee must complete a sign-off sheet that includes fees, fines, library items, etc. It is his/her responsibility to return keys and any assigned equipment to the Budget Office (Suite 104, South Wing). Until keys and equipment are received and accepted by the Budget Office, the employee will still be responsible for these items.

10.01 SBI's Access to Florida A&M University's Academic Support Services, University Libraries, Instructional Media Center, University Counseling and Assessment Center, University Testing Services, Learning Development and Evaluation Center, Florida A&M University Bookstore, Florida A&M University Website

10.01.01 University Libraries

The Samuel H. Coleman Memorial Library and six branches/departments constitute the University Libraries system. Coleman Library is the main library which is located in the center of the campus west side quadrangle. Samuel H. Coleman Memorial Library, the University's main library, along with its branch libraries hold over 500,000 cataloged volumes, 5,500 serial subscriptions, 90,000 microforms and 70,000 non-print items. The library is a depository for United States government publications. There are staff persons available in each library to assist users in utilizing library materials, databases and equipment, including online catalogs, CD ROMs, the Internet, document delivery and other resources. Up-to-date information can be found on the FAMU website: <http://www.famu.edu> - search University Libraries.

10.01.02 Instructional Media Center

The Instructional Media Center (IMC), located on the ground floor of the Coleman Library, Room 104, offers multimedia, distance learning, audiovisual, and videoconferencing support to faculty, students and staff at Florida A&M University. The Center contains an interactive classroom, a faculty development lab, an academic computer lab, and satellite downlinking services. These facilities are available for class sessions or developing instructional materials. The IMC staff is also available to help faculty assess the feasibility of using technology to enhance the teaching and learning environments.

10.01.03 University Counseling And Assessment Center

The University Counseling and Assessment Center enhances the University environment, providing activities and services that will maximize the growth and development of the students, faculty, staff and administrators. To accomplish this goal, the Counseling Center works to provide comprehensive programs and services that are consistent with the goals and missions of the University. These services are designed to help students adjust to the college environment, as well as to assist them in resolving interpersonal conflicts, deeply rooted emotional troubles, negative reactions to stressful situations, and other concerns that interfere with the learning process. The current phone number for the Center can be found by calling FAMU Information at 850-599-3000.

10.01.04 University Testing Services

The University Testing Center is located inside of the Sunshine Manor Building. It services professors, examinations analysis, and reports. It provides computerized scoring, analysis, and reporting of academic examinations. The Center also provides students access to computerized testing of national exams.

10.01.05 Learning Development And Evaluation Center

The Learning Development and Evaluation Center (LDEC) was developed for students with one or more specific learning disabilities. The primary objective of the Center is to offer learning disabled students, who have potential to compete successfully in college level studies, accessibility to post-secondary education programs at Florida A&M University. The LDEC provides a diagnostic evaluation of each student, which is a personalized description that includes an educational plan with strategies to overcome deficits. Tutorial services in all content areas across the curriculum are also provided. In addition, counseling and specific course offerings are available. Any student who knows or suspects he/she has a learning disability should go to the LDEC for an interview and testing.

10.01.06 Florida A&M University Bookstore

The University Bookstore offers faculty and administrators a wide variety of services. It contacts academic departments for a listing of textbooks that will be used during the current semester. It also offers the service of acquiring custom tailored academic regalia for graduation. Faculty members should contact the University Bookstore for additional information.

10.01.07 Florida A&M University Website

The Florida A&M Website (<http://www.famu.edu>) contains a wealth of information about the University. Links to colleges and schools, administrative offices, and many academic support services are available. It also includes a link to the OurFAMU website which is an online portal for students, staff, and faculty. From OurFAMU, faculty can access online student transcripts, record attendance, and enter course grades. The OurFAMU portal also contains links to the current Schedule of Classes, Course Catalog, and other valuable informational resources for faculty. A faculty member needs a FAMU email account to access the portal. Instructions on obtaining an email account can be found at <http://www.famu.edu> under link FAMMail.

11.01 SBI Student Organizations, Florida A&M University Guidelines Related to Student Policies (The Fang, Confidentiality of Student Records, Rights of and Services for Handicapped Students, Student Code of Conduct)

11.01.01 SBI Student Organizations

SBI Faculty members serve as advisors and co-advisors for the following student organizations in SBI:

1. Alpha Kappa Psi Business Fraternity, Incorporated
2. American Marketing Association
3. Chief Financiers Organization
4. Entrepreneurship Club
5. National Association of Black Accountants (NABA)
6. Pi Sigma Epsilon Sales and Marketing Business Fraternity, Incorporated

Additionally, SBI faculty members serve as sponsors and advisors to many student case competitions.

SBI student organizations abide by the guidelines and Student Code of Conduct for all students attending Florida A&M University.

11.01.02 The Fang

The Florida A&M University Student Handbook, The FANG, contains detailed information regarding student policies, rules and regulations. Presumably, student faculty relationships should remain on a mutually high and respectable level at all times. Without exception, the rights of every student include respect for his/her personal feelings, freedoms and dignity; freedom from control by any person except as may be in accord with published rules and regulations of the University and the commonly accepted moral codes; and the right to make the best use of his/her time, efforts and talents toward the objectives which contributed to the student's matriculation at the University.

11.01.03 Confidentiality of Student Records

A student's personal record is considered confidential, and the contents will not be disclosed without conforming to the Buckley Amendment, which requires the student's permission. Exceptions are allowed in specific circumstances. However, factual information contained in student files that can normally be accessed from open public records, e.g., classification, place of residence and location, are not considered confidential.

11.01.04 Rights of and services for the Handicapped Student

The Policy of Non Discrimination admonishes that no person shall, on the basis of sex, race, ethnicity, religion or disability, be subject to discrimination under any educational program or activity receiving federal financial assistance. Moreover, students who have special needs due to a physical or mental disability, should contact the Special Programs and Services office as soon as they arrive on campus. This office has been established to assist handicapped students attending the University.

The staff of the Special Programs and Services Office has close contact with federal and state agencies, which provide services to disabled individuals. The office will work with each student individually to develop solutions to meet his or her special needs.

11.01.05 Student Code Of Conduct

The Board of Governors of the State of Florida has full power and authority to prescribe rules and regulations to govern student life and faculty/staff/student relationships at Florida A&M University. The Board of Trustees has delegated the responsibility for student conduct and discipline to the President of Florida A&M University with the provisions that this responsibility shall be exercised through establishing procedures as prescribed and approved by the President except when such procedures are fixed by the Board of Trustees and/or the Board of Governors. At Florida A&M University, the President has designated the Provost/Vice President for Student Affairs as the officer charged with the responsibility for student conduct and discipline. All students who accept the privilege of attendance at Florida A&M University as extended by the laws of Florida shall, by so attending the University, be deemed to have given their consent to the policies of the University, the Board of Trustees, the Board of Governors and the laws of Florida. Each student is reminded that a violation of University regulations may constitute not only an offense against the University community, but against the civil laws as well, and, under certain circumstances, students may subject themselves to civil prosecution as well as to University disciplinary procedures for the same violation. All students, faculty and staff of the University have the responsibility to report violations of the Student Code of Conduct to appropriate officials.