



DAVID NAZARIAN
COLLEGE OF BUSINESS AND ECONOMICS

FACULTY HANDBOOK

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I. MISSION STATEMENT, VISION AND STRATEGIC THEMES

MISSION

The David Nazarian College of Business and Economics is a leader in preparing students from diverse backgrounds for career success.

We focus on providing students with the practical business skills and solid theoretical foundation needed for success in our rapidly changing global business environment. The Nazarian College provides our students the academic knowledge and professional tools, skills, and networks needed to achieve their personal and professional goals.

Focusing on career success means we establish and maintain a relationship with our students throughout their professional lives. Our connection continues after students graduate from California State University, Northridge, and includes alumni organizations and opportunities for graduate and professional education.

We recognize and support the diversity of experience and the capabilities our students bring to the Nazarian College. We provide a safe, welcoming and respectful environment that encourages student interaction with each other and with the faculty, staff, and administration of the College, and the business community.

Being a leader requires innovative, engaged, and committed faculty and staff. We encourage and support our faculty and staff to shape the practice of business education and push the boundaries of business theory and practice. We support our faculty and staff by building a sense of collegiality, community, and commitment within the College that will leverage and develop the full potential of each member of the faculty and staff.

VISION

The David Nazarian College of Business and Economics aspires to be recognized as among the best Business programs in the U.S. and as the best in the State of California higher-education system for our focus on student career success.

- Student Achievement: Our graduates will be recognized for their ability to apply their knowledge and skills to work situations. They will assume leadership responsibilities in their professions and communities.
- Faculty Scholarship: Our faculty will be recognized for the ability to apply research to real organizational needs, with demonstrable impact on business and economic policy and practice, student engagement, discipline development, resource generation and instructional innovation.
- Community Impact: Our faculty will use their expertise to contribute to organizations inside and outside the university. Organizations will turn to us for help with difficult business problems.

Strategic Themes

High Quality Education

- The college regularly evaluates its curriculum and pedagogy to meet the changing needs of students and the emerging needs of business while maintaining high academic standards.
- The curriculum emphasizes critical thinking, effective communication, teamwork, and ethical decision-making as a foundation for leadership. Students are encouraged to apply discipline-based and cross-functional knowledge gained in the classroom to practical situation.
- The college fosters a learning environment that maximized opportunity for a diverse student population and provides meaningful student support services.

Faculty Development

- The college encourages each member of the faculty to continuously update his or her professional knowledge and skills.
- The college expects every member of the faculty to be actively engaged in scholarship, with an emphasis on applied, discipline-based research.
- The college encourages cross-functional research and teaching to increase faculty knowledge breadth and improve instruction.
- The college recognizes and rewards outstanding faculty achievement in teaching, research, and service.

Strategic Partnerships

- The college actively partners with a variety of organizations and participates in projects that have educational value for students and faculty, and have economic value for the community.
- The college leverages its knowledge, resources, and reputation to foster economic development and improve the quality of life in the community.

Branding

- Build the college's regional reputation and improve our national rankings.

II. FACULTY MEETINGS

A. College Faculty Meetings are called by the Dean, generally for the second Wednesday of each month [of the academic year] unless there is no business. All faculty members are expected to attend.

1. Recording of Minutes

- a. The Dean of the David Nazarian College of Business and Economics, or the Dean's designee, is to provide for the recording of minutes at all meetings of the Faculty of the College.
- b. The minutes are the official record of all actions taken by the Faculty. The minutes are to include all motions brought before the Faculty, the person who makes a motion, the person who seconds it, and the disposition of the motion (pass-fail). In addition, all announcements pertaining to action items being considered or to be considered by the Faculty of the College will be recorded in the minutes of the meetings. Further, motions brought before the Faculty by the Standing Committees or by any Ad Hoc Committee of the College will be recorded in the minutes of the College's meetings.

2. Distribution of Minutes

- a. The minutes of the College's Faculty Meetings will be distributed to the Faculty of the College in time for the following Faculty Meeting.
- b. The minutes of the meetings will be item one of the Agenda of the College's Faculty Meetings for review, correction, and approval. Once the minutes of the meetings have been approved, two (2) copies will be retained in the Office of the Dean of the College as a permanent record.

B. Department Meetings are called as needed at the discretion of the Department Chair.

III. NOMINATION AND ELECTION PROCEDURES

A. Nomination Procedures

1. For Members of Established Committees and Representatives to University Committees:
 - a. The agenda item calling for an election by the faculty shall indicate any restrictions that apply to that election. Faculty will be invited to submit advanced nominations to the Dean's Office by e-mail or in writing up until noon of the meeting day.
 - b. Advanced nominations shall be seconded and additional candidates shall be nominated and seconded during the regular meeting of the faculty.
 - c. Prior Consent of the Nominee
 - 1) Personnel Committees - see Section 600 (CSUN Administrative Manual)
 - 2) All other offices: The nominator shall have obtained the consent of the nominee prior to the faculty meeting. (Faculty shall be reminded of this requirement on the agenda item calling for the election.)
2. For Members of Committees or Offices Formed During a Faculty Meeting, nominations and elections shall be conducted during the next faculty meeting.

B. Election Procedures

1. Personnel and Other Confidential Committees

Election of representatives of the David Nazarian College of Business and Economics to University elected bodies and election of committees of the College that deal directly with personnel decisions and recommendations [including ad hoc committees, such as Search and Screen Committees] shall be conducted by mail ballot under the supervision of a designee of the Chair of the College Curriculum Management and Policy Committee.

- a. **Preparation:** The ballot shall be prepared, distributed, and collected by the Dean's Office.
- b. **Form:** The ballot shall list all seconded nominations, indicate requirements for validity of the ballot, and be accompanied by a brief resume of each candidate. These brief resumes may be submitted by each candidate no later than 1400 hours the second working day following nomination. The most recent University Catalog description will be included for those

nominees failing to submit a resume.

Candidates to the Personnel Planning and Review Committee, the Faculty Senate, and the College Personnel Committee may submit, along with their resume, a statement of their perception of the major issues relevant to the post for which they are a candidate and their position on these issues.

- c. **Ballot Distribution and Collection:** The ballots shall be distributed to faculty members eligible to vote within five working days of the nominations. Ballots shall not be due for at least five working days after the initial distribution. The due date for the ballots shall be determined by the Chair of the Policy Committee. Please see the sample ballot on page 7.
- d. **Tie Votes:** All ballots shall contain a second part wherein a nominee not selected in the initial marking of the ballot may be designated by the voter. In the event of a tie vote, these designated votes on all ballots not initially recorded for one (or more) of the tied nominees shall be used to resolve the tie.

Further ties shall be resolved by lot.

- e. **Elections with Limitations on Representatives from each Department:** If more individuals than permitted from any one department are selected to serve, the member(s) receiving the greatest number of votes shall serve and the other(s) shall be replaced by the nominee(s) receiving the next highest count.
- f. **Valid Ballots:** To be valid a ballot must:
 - 1) Be submitted by the eligible voter in a blank envelope inserted in an envelope signed by the eligible voter;
 - 2) Not contain a write-in nominee; and
 - 3) Be returned prior to the deadline.

The validity of each ballot shall be determined by the Chair of the Policy Committee or designee.

- g. **Counting:** The ballots shall be counted and the results certified by two members of the College Policy Committee.
- h. **Ballot and Result Maintenance:** All ballots shall be stored by the Chair of the Policy Committee for one month following the election. All election results and vote totals shall be kept in the Dean's Office for one year and shall be available to the faculty of the College.

2. Election to other Committees

- a. The election process for other committees (non-confidential nature) will also take place by mail ballot. A similar ballot (see page 7) will be distributed to all faculty members eligible to vote. The completed ballot should be folded, stapled and returned to the Dean's Office by the due date stated on the ballot. The procedures for counting ballots and announcing results will be handled the same way as stated in the section above.
- b. Other elections by the David Nazarian College of Business and Economics shall be conducted in general faculty meetings. Tie votes shall be resolved by further balloting prior to the close of the meeting. (See Section 1.d. above.)

SAMPLE BALLOT

Please return this ballot to the Dean's Office, JH 3105, no later than **[time]** and **[date]**. (**Specify which group of faculty are eligible to vote.**)

TO BE VALID:

- 1) The ballot must be submitted by an eligible voter in a blank envelope inserted in an envelope that is signed by the eligible voter.
- 2) The Committee will have **[three]** members; vote for only **[three]** people.
- 3) The ballot must not contain a write-in vote.
- 4) No more than one member from a department may serve.

SECTION I

Vote for **[number to be selected]** of the following:

Individual A

Individual B

Individual C

SECTION II

Vote for one of the following not selected in SECTION I:
(This vote will be used in the event of a tie.)

Individual A

Individual B

Individual C

IV. COLLEGE COMMITTEES

A. Standing Committees

1. Academic Technology Committee

- a. **Composition** - The Academic Technology Committee is composed of 10 members - one from each of the seven academic Departments, the faculty representative to the CSUN Academic Technology Committee, the Associate Dean (ex-officio), and the Manager of Academic Resources (ex-officio). The seven representatives from the academic Departments are selected by their Department for terms of approximately three years in length. All full-time faculty are eligible to serve.
- b. **Chair** - The Chair will be selected by the voting members of this committee from among the voting members of this committee. In the absence of the Chair, the Chair shall designate one of the members to preside at a meeting. The Chair is responsible for maintaining a repository of Committee policy recommendations. The Chair also maintains Committee meeting agendas and handouts on a web page.
- c. **Responsibilities** - The Committee reviews and recommends College-wide information technology policies, procedures, and standards; recommends or advises on strategic planning issues as they relate to information technology; and promotes communication and collaboration between all IT stakeholders to avoid duplication of effort. Recommendations are forwarded to the Curriculum Review and Policy Committee, the Strategic Planning Committee and/or the Dean and Administrative Council, as appropriate. Procedural change recommendations are forwarded to the Dean for Administrative Council consideration.
- d. **Meetings** - The Committee meets once a month during the Fall and Spring semesters. A regular meeting schedule will be determined by the second week of each semester. During summer, some Committee work may be completed electronically.
- e. **Agenda** - Matters to be discussed by the Committee should be sent to the Chair at least two days prior to the next meeting.

2. Assurance of Learning and Accreditation Committee

- a. **Committee Composition** - The Assurance of Learning and Accreditation Committee is composed of the Dean, Associate Dean, Assurance of Learning Director, Graduate Programs Director, and a representative from each department, elected every other year at the department level. Only tenured and tenure-track faculty are eligible to serve on the Committee as department representatives.

Terms of the representatives of the departments of Accounting and IS, Business Law, Economics, and Finance, Financial Services and Insurance begin in the Fall Semester of odd-numbered years. Terms of the representatives of the departments of Management, Marketing, and Systems and Operations Management begin in the Fall Semester of even-numbered years. If a vacancy occurs, the Department elects a replacement for the remainder of the term. No department representative shall serve two consecutive terms or more than three consecutive years.

- b. **Chair** - The Associate Dean (or his/her designee) shall serve as the Committee Chair.
- c. **Responsibilities** - The Assurance of Learning and Accreditation Committee is responsible for strategic oversight of the College Continuous Improvement process. To this end, the Committee: (1) ensures that assessment tools and procedures are in place to support the achievement of program learning outcomes, 2) reviews the assessment of the undergraduate business programs' common learning goals and the graduate programs' specific learning goals at least twice in a five year to demonstrate progress toward achieving these outcomes, and (3) facilitates the extension of accreditation by AACSB International through data collection, "close the loop" activities, and monitoring of compliance with AACSB standards. The Committee develops assurance of learning policy for consideration and action by the college faculty.

The Committee members:

- 1) Assist with the preparation of the campus annual assessment reporting.
- 2) Assist with the preparation of the AACSB Continuous Improvement Review Application.
- 3) Assist with the preparation of the AACSB Fifth Year Continuous Improvement Review Report.
- 4) Work with the AACSB Peer Review Team (PRT) and advisor

prior to and during the PRT visit.

- 5) Support the Dean's Assistant in the preparation of the annual Business School Questionnaire (BSQ).
- 6) Attend AACSB workshops and training sessions as needed to remain current with accreditation requirements.
- 7) Assist with the preparation for initial accreditation for and ongoing continuous improvement of business programs seeking specialized accreditation (e.g., Accounting).
- 8) Communicate college assurance of learning activities to their respective departments.

The Committee annually reviews the College for compliance with the requirements for AACSB accreditation and for continuous improvement. It facilitates quality enhancements by making suggestions for improvement and by working with faculty and departments to institute change as needed.

- d. **Agenda** - Policy matters to be discussed by the Committee must be placed on the agenda seven days before the meeting. Requests to place items on the agenda should be directed to the Associate Dean. Notice and Agenda for each regular meeting shall be distributed to the committee members at least five days before the meeting.
- e. **Minutes** - Minutes of each meeting must be distributed to each member no later than five working days after each meeting. Minutes are approved at the following meeting, and then stored in the accreditation documentation repository. Meeting highlights are shared as part of the standing committee reports presented at the monthly faculty meeting.

3. Administrative Council

- a. **Composition** - The Administrative Council is composed of the Dean, the Associate Dean, the Department Chairs, the Director of Graduate Programs, the Manager of Academic Resources, the Director of Development, and the Director of Technology.
- b. **Responsibility** - The Council advises the Dean on administrative matters, including budgets, course scheduling, physical facilities, and program development. Where appropriate, the Council receives reports from the various committees.

Upon receipt of the report of the Director of Assessment, the Administrative Council will select areas for correction or improvement, based on the priorities in the mission and strategic

plan, and resource considerations. The Council will also identify whose responsibility it is to carry out the required corrections or improvements. In general, curriculum issues are assigned to the relevant department. Changes then go to the Policy Committee or the Graduate Committee, the College Faculty, the University's Educational Policy Committee or Graduate Studies Committee, and the Provost, in that order.

Issues concerning student services, such as advising, are assigned to the Associate Dean or Graduate Director. Proposed changes are subject to the approval of the Administrative Council.

The Administrative Council also has the responsibility for determining the academic qualifications of the members of the faculty. Such determination will be made annually prior to the start of the fall semester for the entire faculty, and upon request from individual faculty members throughout the year.

4. Business Honors Program Advisory Committee

- a. **Committee Composition and Election of Members** - The Business Honors Program Advisory Committee is composed of nine members: one appointed by the chair of each department every other year after consultation with the department faculty, one student member selected by the Business Honors students, the Director of the Business Honors Program, and the Business Honors Association Advisor. The Director, Advisor, and student member serve as nonvoting members.

Terms of the representatives of the departments of Accounting and IS, Business Law, Economics, and Finance begin in the Fall semester of odd-numbered years. Terms of the representatives of the departments of Management, Marketing, and Systems and Operations Management begin in the Fall semester of even-numbered years. The student member serves a one-year term, and may serve more than one term.

- b. **Chair** - The Chair is chosen from those members having served a previous year.
- c. **Responsibility** - The Committee advises the Director, engages in ongoing program design, development, and assessment; reviews program structure and course content; and monitors and evaluates admission and program requirements.
- d. **Director** - The Director of the Business Honors Program is appointed from the faculty by the dean to a three-year term with the advice of the Business Honors Program Advisory Committee.

The Director is responsible for the administration of the Business Honors Program, coordinating the recruiting and admission of students to the Business Honors Program, working with department chairs to schedule Business Honors classes, the appointment of the Business Honors Association Advisor, and coordinating the mentorship of Business Honors students.

5. Graduate Committee

- a. **Composition** - The Graduate Committee is composed of seven voting members--one from each department--and the Director of Graduate Programs who acts as the nonvoting Executive Secretary. Each graduate coordinator of a degree program in the College shall serve as an ex officio nonvoting member of the Committee and shall not be eligible to represent a department. In addition, any faculty member serving on the University Graduate Committee who is not already a member of the College Graduate Committee shall serve as a nonvoting ex-officio member of the Committee.
- b. **Selection of Voting Members** - The seven voting members are selected by their respective departments every other year. The terms of the representatives of Accounting and IS, Business Law, Economics, and Finance begin in the Fall semester of odd-numbered years. The terms of the representatives of Management, Marketing and Systems and Operations Management begin in the Fall semester of even-numbered years.

Only tenure track faculty who are members of the Graduate Faculty are eligible to serve on the Committee.

- c. **Chair** - The Chair is elected by and from the voting members annually at the first meeting of the Fall semester and shall preside over all meetings. In the absence of the Chair, the Chair shall designate one of the voting members to preside at that meeting.

If a vacancy of the Chair occurs during the academic year, the voting members will elect a replacement to serve for the remainder of the academic year.

- d. **Responsibility** - The Committee is responsible for proposing policies regarding the graduate curriculum for faculty action at the College level. In addition, the Committee advises and guides the Director of Graduate Programs in the performance of the Director's duties.
- e. **Meetings** - At the first meeting each year, the Committee will establish a calendar for regular meetings.

Special meetings may be scheduled by the Graduate Committee Chair or at the request of at least two Committee members.

Five voting members constitute a quorum of the Committee. A substitute with full voting rights may be appointed to assume the responsibilities of an absent departmental representative. The method of selecting the substitute shall be at the discretion of each department.

- f. **Agenda** - Matters to be discussed by the Committee must be placed on the agenda seven days before the meeting. Requests to place items on the agenda should be directed to the Director of Graduate Programs or to the Chair. Only matters on the agenda will be acted upon except in extraordinary circumstances.

A call for agenda items for regular meetings will be issued to Department Chairs by the Director of Graduate Programs two weeks before each meeting.

Notice and agenda of each regular meeting shall be distributed to the faculty at least five days before the meeting; at the same time, one copy of all attachments to the agenda will be distributed to each departmental office. The agenda of special meetings will be distributed to the faculty at the same time that it is distributed to the Graduate Committee.

- g. **Minutes** - Minutes of each meeting must be distributed to each member no later than five working days after each meeting.

Members have five working days after distribution to request corrections or additions to the minutes. If no corrections or additions are requested, the minutes will be distributed to the faculty. If substantive additions or corrections are requested, the minutes will not be distributed until the change has been approved by the Committee at the following meeting.

- h. **Appeals Subcommittee** - The Appeals Subcommittee is composed of three members of the Graduate Committee. The Director of Graduate Programs attends all meetings as an advisor.

The three members are selected by the Graduate Committee Chair annually, at the first meeting of the Fall semester. The Subcommittee Chair is elected by and from the Subcommittee members.

The Subcommittee is responsible for reviewing and determining the results of all appeals submitted by students in

the graduate program.

6. College Personnel Committee

a. **Committee Composition and Election of Members** - The Personnel Committee is composed of seven members, six elected annually, and one carried over from the previous year.

- 1) Each year at the September meeting, the College faculty will vote in accordance with Section III.B. for six currently eligible members of the College Personnel Committee. Only tenured faculty members (a) who are not eligible for promotion, (b) who have not served two out of the last four years on the College Personnel Committee, and (c) who are not serving as Department Chairs are eligible for election to the Committee.
- 2) No more than two members of the Committee may be from any one department.
- 3) To maintain a degree of continuity, the Chair--elected by and from the Committee members--shall automatically serve a second term in the following year but shall not succeed as Chair.

If the Chair is ineligible or unable to serve the second term, the remaining Committee members shall elect from among themselves someone who will become the carryover member for the following academic year.

b. **Responsibility** - The function of the Committee is to make recommendations for promotion, tenure, and retention to the Dean, who in turn will forward these, along with his own recommendations, to the President.

c. **Ballot and Result Maintenance:** All ballots shall be stored by the Chair of the Policy Committee for one month following the election. All election results and vote totals shall be kept in the Dean's Office for one year and shall be available to the faculty of the College.

d. **Procedures** - All personnel procedures are governed by the provisions of Section 600 (California State University, Northridge Administrative Manual) and of the Agreement Between the Board of Trustees of the California State University and the California Faculty Association: Unit 3 Faculty (the Collective Bargaining Agreement)

7. Curriculum Management and Policy Committee

a. **Committee Composition and Election of Members** - The

Curriculum Management and Policy Committee (CMAP) is composed of seven members, one from each department, elected every other year at the department level. Only tenure track faculty are eligible to serve on the Committee.

Terms of the representatives of the departments of Accounting and IS, Business Law, Economics, and Finance begin in the Fall Semester of odd-numbered years. Terms of the representatives of the departments of Management, Marketing and Systems and Operations Management begin in the Fall Semester of even-numbered years.

If a vacancy occurs, the Department elects a replacement for the remainder of the term.

No member shall serve two consecutive terms or more than three consecutive years.

- b. **Chair** - The Chair is chosen from those members having served a previous year.
- c. **Responsibility** - The Policy Committee's primary responsibility is to continually review and oversee the undergraduate curriculum in the undergraduate programs of the College. The continual review and oversight by the Committee includes but is not limited to: the evaluation of curriculum changes proposed by the respective College Departments; the evaluation of student performance and satisfaction assessment reports; and the appraisal of suggested improvements in the undergraduate programs of the College made from all sources.

Based on the review process and periodic reports from the Assurance of Learning and Accreditation Committee, the Committee may propose action and policies on undergraduate curriculum. In addition, the Committee may propose policies on other matters (other than personnel or assurance of learning issues) of concern to the faculty.

- d. **Agenda** - Matters to be discussed by the Committee must be placed on the agenda seven days before the meeting. Requests to place items on the agenda should be directed to the Associate Dean or to the Chair. Notice and Agenda of each regular meeting shall be distributed to the faculty at least five days before the meeting.
- e. **Minutes** - Minutes of each meeting must be distributed to each member no later than five working days after each meeting. Minutes are approved at the following meeting, and then distributed to the faculty.
- f. Gateway Committee

- 1) The Gateway Committee is composed of seven voting members, one from each department elected every other year at the department level, and the Gateway Coordinator who serves as ex officio member of the Committee. The Gateway Committee reports to the Curriculum Management and Policy Committee.
- 2) Terms of the representatives of the departments of Accounting and IS, Business Law, Economics, and Finance begin in the Fall Semester of odd-numbered years. Terms of the representatives of the departments of Management, Marketing and Systems and Operations Management begin in the Fall Semester of even-numbered years. If a vacancy occurs, the department elects a replacement for the remainder of the term.
- 3) The Chair is elected by and from the voting members annually at the first meeting of the Fall semester and shall preside over all meetings. In the absence of the Chair, the Chair shall designate one of the voting members to preside at that meeting.
- 4) Requests to place items on the agenda shall be directed to the Gateway Coordinator or the Committee Chair. Only matters on the agenda will be acted upon, except in extraordinary circumstances.

8. Research and Grants Committee

- a. **Committee Composition and Election of Members** - The Research and Grants Committee is composed of seven members, one member from each department, elected every other year at the department level. Only tenure-track faculty are eligible to serve on the Committee.

Terms of the representatives of the departments of Accounting and IS, Business Law, Economics, and Finance begin in the Fall Semester of odd-numbered years. Terms of the representatives of the departments of Management, Marketing and Systems and Operations Management begin in the Fall Semester of even-numbered years.

If a vacancy occurs, the Department elects a replacement for the remainder of the term.

No member shall serve two consecutive terms.

- b. **Chair** - The Chair is elected by and from the seven Committee members.

c. Responsibility

- 1) The David Nazarian College of Business and Economics Research and Grants Committee is responsible for the awarding of research grants to College faculty members. Based upon the amount of funds available to the Committee for research and grant purposes, the Committee will determine the number of grants to be awarded, the amount of each grant award, and the schedule for disbursement of the funds awarded.
- 2) The Chair of the Committee will notify the faculty, in a timely manner, of application and award procedures, requirements for eligibility, and deadline dates for submission of grant applications.
- 3) During the last regularly scheduled College faculty meeting of the academic year, the Committee Chair will briefly summarize the Committee's activities during that year and will report the names of faculty receiving grants and the amounts of the grants, names of faculty who have submitted their final reports, and names of those faculty who have failed to submit their final reports or have requested an extension.

d. Eligibility

- 1) Applications will be considered from all faculty including those on sabbatical or approved leave without financial support.
- 2) Applications will not be considered from faculty who received previous awards from the Committee and did not submit a final report.
- 3) Applications will not be accepted from members of the Committee.
- 4) Projects that will not be supported are:
 - a) those that, in the opinion of the Committee, are not likely to be published in a recognized professional journal, or not likely to be presented at a professional meeting,
 - b) work toward a degree,
 - c) predominantly commercial projects,
 - d) work that is substantially completed at the time

an application is submitted.

e. **Criteria for Selection**

- 1) Proposals will be evaluated based on their consistency with intellectual contributions as defined in Section VI.B.4 of the College Faculty Handbook.
- 2) The primary criterion in the evaluation of the grant proposal will be the project's potential for publication in a recognized professional journal or for presentation at a professional meeting.
- 3) The Committee may consider other relevant factors.

f. **Award and Post-Award Policies and Procedures**

- 1) Cash awards may be used to compensate the principal investigator(s) for time spent on the project, to cover essential research-connected expenses, and/or to reward publication achievement.
- 2) Equipment (excluding consumable supplies) purchased with grant funds becomes the property of the College.
- 3) Grants awarded jointly are not canceled or reduced if one of the recipients withdraws.
- 4) The recipient of a grant must submit a final report together with an accounting of expenditures to the Committee within one year immediately following the granting of the initial award. Requests for extensions must be submitted to the Committee in writing and provide sufficient justification.
- 5) Final research papers will be housed in the office of the Dean of the David Nazarian College of Business and Economics.
- 6) Questions related to grant policies or procedures should be addressed to the Committee in writing.

9. Strategy Assurance Committee

- a. **Committee Composition and Election of Members** – The Strategy Implementation Committee membership includes the chair (appointed by the Dean), one staff representative (elected by the full-time staff), and four faculty representatives (elected by the full-time faculty). To inaugurate the committee all members will initially be appointed by the Dean. Thereafter, members will be appointed/elected for overlapping two-year

terms. The representatives should have some strategic planning knowledge and preferably should not be from the same department.

- b. **Responsibility** - The Strategy Assurance Committee is responsible for the development of the strategic plan for the College and the implementation of the plan.

The Committee:

- 1) Annually reviews and updates the strategic plan, including the mission, initiatives, goals and priorities of the College and, where appropriate, recommends revisions to the College.
- 2) Makes certain the vision, mission, and goals of the College are widely known and supported.
- 3) Provides a framework for implementing the strategic plan, including the identification of specific initiatives and goals for each of the departments and units in the College to align activities with the strategic priorities of the College.
- 4) Monitors and evaluates progress in achieving goals and provides feedback for improvement.
- 5) Creates opportunities to recognize and share best practices between departments and units in the College.
- 6) Submits an annual report to faculty, staff, student organizations, Dean's Advisory groups, and other constituents. The report will include an assessment of progress toward achieving the College's mission and goals, summarize key activities and initiatives undertaken by departments and units in the College, and contain recommendations for prioritized initiatives and goals for the College and departments and units in the College.

10. Strategic Vision Committee

- a. **Committee Composition and Election of Members** – The Strategic Vision Committee membership includes the dean of the College, the chair of the Strategy Assurance Committee, two faculty representatives (elected by the full-time faculty), one staff representative (elected by the full-time staff), two representatives from the College Advisory Board (appointed by the dean), and at least two members (appointed by the dean) from the broader College community representing political, civil, media, and education interests.

- b. **Responsibility** - The Strategic Vision Committee is responsible for defining the strategic priorities to position the College to meet local needs and to compete effectively with other educational institutions, which includes recommending changes to the mission and goals, and preparing a report for the College Advisory Board and Administrative Council. The Committee will be convened by the dean at least every year to review and recommend changes to the vision, mission, and strategic priorities of the College.

The Committee:

- 1) Assesses changes in the wider environment of the College and the effect of change on the programs and initiatives of the College;
- 2) Makes certain the vision, mission, and strategic goals of the College are relevant and appropriate to the needs of the University, businesses, and wider community and, where appropriate, recommends revisions;
- 3) Evaluates progress of the College in achieving its mission and goals and the impact and effectiveness of the College's programs;
- 4) Evaluates the competitive position of the College;
- 5) Provides a framework for strategic planning efforts, including defining the long-term goals, objectives and strategic priorities for the College;
- 6) Submits a report to the Dean's Advisory Board and Administrative Council. The report will include an assessment of progress toward achieving the College's mission and goals and contain recommendations for prioritized initiatives, goals and initiatives for the following three to five years.

11. Scholarship Committee

- a. **Committee Composition and Election of Members** - The Scholarship Committee has generally three (but sometimes four) faculty representatives from the College, one of whom is elected by its members as a chair. The members will be nominated and elected by the faculty. Tenure-track and tenured faculty are eligible to serve on the Committee.

- 1) The term of each member of the Committee is for two years, however the term of the person elected as chair

shall be for an additional one-year term, or three years total, to maintain a degree of continuity.

- 2) Under no circumstances shall the total number of faculty members exceed four. In the event of a vote among the Committee members where there is a tie vote, such tie shall be broken and decided by the Committee chair.

- b. **Responsibility** - The Scholarship Committee responsibilities include advising on criteria for existing and prospective College awards and scholarships; vetting and reviewing College awards and scholarship applicants; and providing recommendations to the Dean and/or Administrative Council on College awards and scholarship recipients.

The Committee:

- 1) Develops a framework for analyzing the eligible students of existing and prospective College awards and scholarships.
- 2) Oversees the notification of the eligible students, in a timely manner, of application and award procedures, requirements for eligibility, and deadline dates for submission of applications.
- 3) Evaluates applicants and determines College awards and scholarship recipients, using objective and other evaluation criteria.
- 4) Coordinates with department chairs, the director of the Business Honors Program, the Dean's Office, and Associate Dean's Office.
- 5) During the last regularly scheduled College faculty meeting of the academic year, the Committee briefly summarizes the Committee's activities during that year and reports the names of College awards and scholarship recipients.

- c. **Criteria for Selection of Scholarship Applicants** - The Committee is responsible for complying with the standards and criteria established for scholarship awards and endowments.

B. Leaders in Alliance (LA)

1. **Composition** - The Leaders in Alliance (LA) organization is composed of the student senator(s) for the College and any designated officers of the student clubs and associations in the College.

2. **Responsibility** - The organization advises on student-faculty relations and engages in various activities designed to bring students, faculty, and alumni closer together and to advance career and industry networking opportunities.

C. David Nazarian College of Business and Economics Advisory Board

1. **Composition** - The Advisory Board shall consist of the dean of the David Nazarian College of Business and Economics and business and community leaders who have a sincere interest in the College and are devoted to excellence in higher education for business students.
2. **Purposes** - The Advisory Board shall serve as an advisory body to the dean of the College on many aspects of the College, its mission and programs. The specific purposes of the Advisory Board are (a) to serve as a “sounding board” for present and proposed programs and activities of the College; (b) to identify opportunities for business students to enrich their education through internships, mentorships, and other learning-practical work experiences; (c) to help bring business executives into the classrooms and other close contact with students and faculty in both formal and informal settings; (d) to help build important ties and connections between the College and the business community; (e) to assist the dean in the solicitation, cultivation, and stewardship of external support; (f) to assist in the ongoing strategic planning process of the College.

D. Committee Reports

Reports of all standing and special College committees must be approved by a majority vote at a properly called meeting of the committee.

If it is impossible or impractical to bring the members of a committee together for a meeting, the report of the committee can contain only what has been agreed to in writing by every one of its members after separate consultation by the committee chairman or designated reporting member of the committee.

An emergency presentation of facts or recommendations made merely upon separate consultation with every member of the committee must be described thus to the parent body, and not as an official report of the committee.

V. INSTITUTES/CENTERS OF THE COLLEGE

1. The purpose of the Institute for Business and Economics (IBE) shall be to:
2. facilitate the pursuit of scholarly projects and publications;
3. promote professional growth and development of faculty and students;
4. provide professional services for the benefit of the larger community served by the University; and
5. increase interdisciplinary communication among scholars within the College and University.

The function of the Institute for Business and Economics shall be to manage and direct those activities appropriate to the purpose of the Institute that cannot normally be conducted by individual faculty members.

The work of the Institute shall cover any area appropriate to the professional interests of the David Nazarian College of Business and Economics faculty, including research and publications; special courses, seminars, and lectures; and meetings and workshops.

The Institute shall be administered and managed by a Director who shall be appointed by the Dean. Centers, with the approval of the University Provost's Council, may be established within the Institute to carry out specific programs.

The current centers of the College include:

- Bookstein Institute for Higher Education in Taxation
- San Fernando Valley Economic Research Center
- Center for China Finance and Business Research
- Center for Financial Planning and Investment
- Center for Risk and Insurance
- Center for Quality and Productivity Education
- Wells Fargo Center for Small Business and Entrepreneurship

VI. COLLEGE PERSONNEL POLICIES

A. Introduction

1. This section of the handbook describes the rules used by the David Nazarian College of Business and Economics governing hiring of new faculty, retention of probationary faculty, promotion of faculty, tenure, and ongoing standards for all faculty.
2. The relationship between the College Personnel Policies and other sets of rules is laid out below.

- a. All procedures in recruiting faculty and in recommending their retention, tenure, and promotion are governed by the provisions of Section 600 (California State University, Northridge Administrative Manual), and the Agreement Between the Board of Trustees of the CSU and the California Faculty Association: Unit 3 - Faculty (the Collective Bargaining Agreement).

The current Faculty Collective Bargaining Agreement provides the sole basis for the dismissal, demotion or suspension of tenured faculty. None of the provisions of the Faculty Handbook shall be construed as a basis for, or used for the purposes of, dismissal, demotion, or suspension of tenured faculty.

- b. Consistent with the rules mentioned in 2.a., the College Personnel Policies described in this handbook provide additional rules for hiring of new faculty, retention of probationary faculty, tenure, promotion, and ongoing standards for all faculty.
- c. Consistent with the rules mentioned in 2.a. and 2.b., the departments of the David Nazarian College of Business and Economics may define additional rules for hiring, retention, tenure, and promotion. Such additional rules must be approved as specified in Section 600.
- d. Recommendations for retention, tenure, and promotion shall be based solely on merit. Performance shall be evaluated in the areas of teaching, contributions to the field of study, and contributions to the University and community.

B. General Policies

1. Objectives

- a. Teaching is our primary mission: therefore, the capacity for teaching excellence shall be of primary importance in hiring and recommendations for retention, tenure, and promotion.

- b. Continuing scholarship is essential to excellence in teaching; therefore, faculty should continue to contribute to their field of study throughout their career.

2. Hiring New Faculty Members

- a. Section 600 and the Collective Bargaining Agreement govern all recruitment and selection procedures.
- b. The College will hire candidates for probationary positions who are academically qualified (as defined in Section VIII of this Handbook) and who are expected to qualify for tenure by the end of their probationary period.
- c. Requests for advanced rank for new probationary hires will include recommendations from the following: Department Personnel Committee, Department Chair, College Personnel Committee, and College Dean.
- d. A Department Committee screens applicants for probationary positions in the Department before submitting the recommendations to the Dean.

In making recommendations, the Department will consider the following factors:

- How the candidate's qualifications support the mission of the College and the University;
- Specific needs of the College's degree programs and majors;
- Recruitment processes should be consistent with the policies of the Office of Equity and Diversity. Specific guidelines can be found in Guide for Recruiting Faculty and Procedures for the Recruitment and Appointment of Full-Time Faculty, issued by the Office of Faculty Affairs.

3. Retention, Tenure, and Promotion

a. General Concerns

- 1) All retention and tenure recommendation procedures are governed by Section 600 and the Collective Bargaining Agreement.

All procedures regarding promotion and evaluation of probationary and tenured faculty are governed by Section 600 and the Collective Bargaining Agreement.

- 2) The requirement of a doctorate degree is met when

the Dean of the David Nazarian College of Business and Economics receives notice from the Registrar at the awarding institution of the completion of all the requirements for the degree and of the date on which the degree will be awarded.

- 3) A probationary faculty member must submit his or her Professional Information File to the Dean's office every year (except the first). Candidates for promotion must submit their Professional Information Files to the Dean's office in order to be considered. (Both Departmental and College level agencies have access to the file in the Dean's office at appropriate times.) Failure to submit a Professional Information File shall constitute a voluntary withdrawal from promotion consideration (see Section 600), but a probationary faculty member may not withdraw from consideration for retention or tenure (see Section 600).

b. Retention of Probationary Faculty

Department Chairs and Department Personnel Committees are urged to express any concerns they have regarding a faculty member's performance, together with an opinion as to whether the faculty member is "on track" or "off track" for tenure, when writing letters for an additional probationary year.

c. Tenure and/or Promotion

Tenure or promotion requires a basis for expecting continuing high quality performance by the individual in teaching effectiveness, contributions to the field of study, and contributions to the University and community. The requirements for tenure or promotion are higher than the Ongoing Standards for Faculty Members given in Section VI.B.4. The review period for each of these three factors is (a) since the initial appointment and beyond the dissertation for tenure and for promotion to Associate Professor, and (b) since promotion to or appointment as Associate Professor, for promotion to Professor.

Tenure or promotion requires a demonstration of teaching effectiveness throughout the review period. In totality, the individual's evidence of teaching effectiveness must be of such quality as to indicate a strong commitment to students' learning.

Tenure or promotion requires a demonstration of substantial service to the University throughout the review period. Opportunities for service are available at department, college, and university levels but this does not imply that service must

be at all three levels. In totality, the service activities of the individual must be of such scope as to indicate a high degree of dedication, initiative, and commitment to the Department, College, University, and/or community.

In order to be recommended for promotion or tenure, a faculty member must be academically qualified (as defined in Section VIII) **and** must also meet the requirements outlined below. Academic qualification is necessary for tenure or promotion, but is not sufficient. Tenure or promotion to the next professional rank requires a record of continual intellectual contributions during the review period, including journal articles and/or books. In totality, the record must demonstrate such high quality and quantity as to indicate promise of strong future intellectual contributions to the field of study by the faculty member.

d. Accelerated Promotion

Probationary faculty members shall not normally be promoted prior to their sixth probationary year (including service credit). However, promotion to Associate Professor may be recommended earlier if the faculty member has fulfilled or exceeded all of the criteria contained in Section 600 for advancement to the next rank and demonstrated significant accomplishments in the areas of research and teaching.

In order to demonstrate evidence of significant accomplishments, the faculty member should:

- 1) possess a record of scholarly activities substantially superior to the usual requirement for promotion during the normal promotion period; and
- 2) exhibit superior teaching effectiveness and direct instructional contributions both inside and outside the classroom of such quality as to indicate a strong commitment to student learning. Teaching effectiveness must be demonstrated over a long enough period of time to establish a consistent pattern or trend.

Similarly, faculty members being considered for accelerated promotion from Associate Professor to Professor will be expected to satisfy the same criteria described above, plus demonstrate superior service.

A request for accelerated promotion shall be initiated by the faculty member.

4. Ongoing Standards for Faculty Members

a. Expected Performance in Teaching

All faculty teaching classes (tenured or probationary, including those participating in the Faculty Early Retirement Program (FERP) or reduced-time bases; lecturers; and part-time instructors) are expected to be current in their instructional field, effective in the creation and delivery of instruction, and accessible to students consistent with College and Department standards. In addition, all faculty are expected to use feedback from College assessments to improve their teaching. In accordance with the Section 600 (CSUN Administrative Manual), teaching effectiveness should be evaluated based on procedures established by the Department, including classroom visitations and student evaluations.

b. Expected Performance in Field of Study

All tenured and probationary faculty (including those on FERP or reduced-time bases) are expected to be academically qualified, as defined in Section VIII. All other faculty are expected to be either academically or professionally qualified, as defined in Section VIII.

c. Expected Performance in Contributions to the University and Community

All tenured and probationary faculty are expected to provide continuing service on Department, College, and University committees plus community-related activities. The pattern and scope should be consistent with the faculty member's rank and assignment.

C. Other Policies

1. Student Evaluation of Teaching

Students evaluate both the performance of the instructor and the accomplishment of program objectives. A single evaluation or assessment instrument is used to accomplish both purposes. The mission- or program-based portion of the instrument provides input into curricular review. Summarized across categories of classes, these are made available to the Administrative Council, committees, and faculty affinity groups for discussion and action leading to continuous improvement in the curriculum.

The portion of the instrument that evaluates instructor performance is confidential and is processed in accordance with Section #2 below. Faculty members receive summaries of the entire instrument for their classes.

a. Scheduling

- 1) Approved questionnaires for Student Evaluation of Teaching shall be administered for all full-time faculty during the spring semester of each academic year.
- 2) Such evaluation will also be conducted for first and second year probationary faculty as late in the Fall semester as is consistent with providing the evaluation results to the Department Chair and the Department Personnel Committee in time for their deliberations and deadlines for forwarding recommendations to the College level.
- 3) Any faculty member may elect to have evaluations done in the Fall semester.
- 4) Part-time faculty shall be evaluated in their first semester of teaching and thereafter at least annually.

b. Processing

- 1) Computer-produced summaries of the questionnaire shall be prepared and distributed as follows:

One copy to the faculty member, one copy to the Department Chair, and one copy to the faculty member's Personnel Action File, and, for graduate level courses, one copy to the Graduate Director (who shares with the Department Chairs the responsibility for staffing graduate courses in this College), and one copy to the faculty member's Personnel Action File.
- 2) The Department Chair's copy of the evaluation summaries shall be available to the Department Personnel Committee for those faculty who are subject to personnel action.
- 3) The teaching evaluation summaries shall be retained for a minimum of five years. The source documents for the student evaluation of faculty shall be retained for one year from the date of administration of the questionnaires.
- 4) Each faculty member shall be notified when the copies of the computer-produced summaries and free-form responses are available. If the faculty member does not pick up these documents by the end of the semester following the semester in which the questionnaires were administered, then these documents shall be shredded or otherwise destroyed.

VII. RESPONSIBILITIES OF ACADEMIC ADMINISTRATORS

A. Associate Dean

The Associate Dean assists the Dean in carrying out the mission of the College and serves as Acting Dean during the Dean's absence. Under the direction of the Dean, the Associate Dean:

1. Assists departments and interdisciplinary programs within the College in developing curriculum proposals. Supervises the final preparation of approved curriculum, and ensures its proper university-wide circulation;
2. Represents the College in overseeing the movement of its curriculum through the Educational Policies Committee and the Graduate Studies Committee;
3. As a member of the Administrative Council, participates with the department chairs in discussions relating to the administration of the College;
4. At the College level, acts on petitions and requests for program changes on behalf of majors from our College and from students taking our courses;
5. Coordinates advising activities within the College in conjunction with Department Chairs, faculty, the Director of the Student Services Center/EOP Satellite, and evaluators;
6. Chairs the College Accreditation Committee and plays a key role in the preparation of annual maintenance and other reports to AACSB;
7. Maintains relationships with high schools and community colleges to ensure that accurate and complete information is available to prospective applicants to the College and to ensure that articulation agreements with the community colleges accurately reflect the requirements of the College;
8. When requested, represents the Dean or the College at meetings or functions both on and off campus;
9. Administers the budget of the Associate Dean's Office;
10. Performs other duties as assigned by the Dean.

B. Department Chairs

Under the general direction of the Dean of the College, the Department Chairs are the principal administrators of the various departments in the College. The Department Chairs, in consultation with the faculty, are responsible for:

1. Curricular planning and program development;

2. Faculty assignments;
3. Personnel matters;
4. Budget recommendations;
5. Facilities management.

In addition to the foregoing responsibilities, the Department Chair is normally expected to teach a minimum of one class each semester.

C. Manager of Academic Resources

Under the general direction of the Dean of the College, the Manager of Academic Resources is responsible for the:

1. Acquisition, allocation, and tracking of the physical and monetary resources of the College:
 - a. Calculates faculty and staff allocations;
 - b. Calculates travel, equipment, student assistant, operating expense, and construction budgets;
 - c. Allocates rooms;
 - d. Controls the physical inventory of the College.
2. Operation of the Office of Information Technology;
3. Coordination of registration and preregistration;
4. Coordination of the student evaluation of faculty;
5. Representation of the viewpoint of the Dean on various ad hoc and standing committees of the College and of the University;
6. Completion of additional projects as assigned by the Dean.

D. Assurance of Learning Director

Under the general direction of the Associate Dean, the Assurance of Learning Director coordinates assessment and learning assurance activities in the College, including those related to student performance, student satisfaction, student evaluation of teaching, employer satisfaction, and alumni satisfaction. The Director:

1. Participates in the design, pilot testing, and validation of assessment instruments and evaluation rubrics to ensure program learning goals are met;

2. In consultation with appropriate faculty, chairs, and administrators, schedules the use of assessment instruments;
3. Provides reports on assessment and assurance of learning results to the department chairs, graduate director, the Curriculum Management and Policy Committee, the Assurance of Learning and Accreditation Committee, and the University Office of Academic Assessment and Program Review;
4. Coordinates the “Close the Loop” process to assure continuous improvement from assessment data collected. Participates in discussions of possible changes in curriculum, support activities, or College practices, with relevant faculty committees or faculty affinity groups, as suggested by assessment and assurance of learning results.
5. Serves as the “College Assessment Coordinator,” representing the College on the University Academic Assessment Liaison Committee.

The Director will provide summary reports to the Administrative Council and the Curriculum Management and Policy Committee during the semester following the semester in which a specific assessment instrument is used. As part of the “close the loop” phase of the College assurance of learning effort, the Director will summarize the results of assessment in a report that will identify areas of greatest concern and areas of greatest improvement, and suggest potential corrective actions where appropriate.

The Assurance of Learning Director is a voting member of the Assurance of Learning and Accreditation Committee and a non-voting *ex officio* member of the Graduate Committee and the Curriculum Management and Policy Committee.

E. Director of the Student Services Center/EOP Satellite

Under the general direction of the Associate Dean, the Director of the Student Services Center/EOP Satellite is responsible for activities promoting the recruitment, retention, graduation, and placement of disadvantaged students. The Director:

1. Supervises the Business Educational Opportunity Program;
2. Coordinates recruitment activities at high schools and community colleges;
3. Designs and implements programs designed to increase the retention and performance of students in the program;
4. Develops relations with potential employers;
5. Works with the Director of the University Educational Opportunity Program.

F. Director of Development and Alumni Relations

Under the general direction of the Dean, the Director of Development and Alumni Relations serves as the chief fund-raising and public relations officer of the College. The Director:

1. Coordinates all fundraising in the College;
2. Develops the David Nazarian College of Business and Economics Advisory Board;
3. Organizes fund-raising and alumni events;
4. Develops promotional and public relations materials for the College.

G. Director of Graduate Programs

Under the general direction of the Dean of the College, the Director of Graduate Programs is responsible for:

1. Coordinating and administering the graduate programs of the College:
 - a. Serves as the primary advisor for students in the graduate programs offered by the College;
 - b. Coordinates with the Associate Dean graduate program activities that require joint action;
 - c. Schedules graduate classes and approves faculty assignments proposed by the departments. Competence to teach a specific course effectively and the expectations of VI.A will be considered in approving faculty assignments;
 - d. Administers the budget of the Graduate Office, including the Graduate Faculty Research Fund.
2. Serving as a nonvoting, ex-officio member of the College Graduate Committee;
3. Maintaining liaison for activities related to the College graduate programs between the College and its departments, and:
 - a. The University Associate Vice President of Graduate, Research, and International Programs;
 - b. The University Graduate Committee;
 - c. Admissions and Records;
 - d. Other campus and off-campus academic offices and agencies.

H. Director of Internships

Under the general direction of the Dean, the Director of Internships serves as the primary contact between the College and organizations seeking interns. The Director:

1. Explores internship opportunities with for-profit and not-for-profit organizations;
2. Disseminates information to the student body about available internships;
3. Works with faculty advisors of interns as appropriate;
4. Coordinates external contacts with the Director of Development and Alumni Relations.

I. Director of Technology

Under the general direction of the Dean and the Manager of Academic Resources, the Director of Technology develops, coordinates, installs, and maintains the technological resources of the College, including computing, communications, and reproduction resources. The Director:

1. Determines the technological requirements of the academic and administrative functions of the College in consultation with the Administrative Council;
2. Serves as liaison between the College and the University's Instructional and Technological Resources division;
3. Keeps faculty, staff, and administration apprised of developments in relevant technology;
4. Ensures that the student computing labs are appropriately equipped and functioning;
5. Where appropriate arranges for the continuing education of faculty, staff, administration, and students in the College's technology.

VIII. FACULTY RESPONSIBILITIES AND DUTIES

A. GENERAL POLICIES

The College faculty are governed by University policies regarding responsibilities and duties as specified in Section 600 (California State University, Northridge Administrative Manual).

B. ADDITIONAL COLLEGE POLICIES

1. Classroom Autonomy

The instructor has complete authority in the classroom:

- a. No classroom may be visited by unauthorized persons without previous consent of the instructor.
- b. The use of any recording devices in a classroom is subject to the consent of the instructor.
- c. No representative of the media may visit a classroom to take photographs or notes without first obtaining consent of the instructor and notifying the Office of Public Relations.

2. Class Meetings

- a. The faculty member who is unable to meet a class should notify the Department Chair.
- b. Classes should not be canceled without prior approval of the Department Chair.
- c. In any semester, the instructor planning to miss more than one class meeting to attend professional meetings must obtain approval of the Dean.
- d. A faculty member who has arranged for a substitute instructor should notify the Dean or the Department Chair by memo before the substitution occurs.
- e. Before relocating a class, the faculty member should send a memo to the Dean.

3. Curriculum

The curriculum is the responsibility of the faculty, and is the primary means for carrying out the mission of the College and its degree programs. Modifications in the curriculum may be suggested by the results of assessment, the establishment of new, or modified, degree programs, changes in accreditation requirements, or by changes in the disciplines.

Any faculty member, committee, or department may propose

curriculum changes. Such proposed changes must be approved by the relevant department faculty before consideration by the Curriculum Review and Policy Committee (undergraduate curriculum) or Graduate Committee (graduate curriculum). The Curriculum Review and Policy Committee or Graduate Committee will review the proposals and report them to the College faculty together with the Committee's recommendations.

All curriculum changes, after approval by the College faculty, must be approved by the University's Educational Policies Committee (undergraduate curriculum) or Graduate Studies Committee (graduate curriculum), and by the Provost, before they can become effective.

4. Exams and Term Papers

All unreturned exams, term papers, and projects will be retained by the faculty member for a period of one semester.

5. Final Examinations

- a. Only sound academic reasons warrant the scheduling of a final course examination that deviates from the time published in the Schedule of Classes.
- b. The approval of the Department Chair and of the Dean of the College must be obtained prior to registration and preregistration (if any) in order to change the published date and time of a final course examination.
- c. Students shall be notified of the scheduling change during preregistration (if any) and registration.
- d. If any student enrolling in the course has a conflict with the adjusted schedule, the instructor shall conduct a special final examination.

6. Office Hours

- a. Full-time faculty members must schedule three office hours distributed over at least two separate class time periods and should also be available for consultation by appointment.
- b. Part-time faculty members must schedule one office hour for each class section being taught (up to a maximum of three office hours per week).
- c. Faculty should strive to schedule office hours at times which are most convenient for the majority of students enrolled in their classes.
- d. Office hour listings for all faculty members must carry the

notation--"And by Appointment".

7. Academic Integrity

The David Nazarian College of Business and Economics values academic integrity and will not tolerate cheating, plagiarism, or other acts of academic dishonesty. The College administration and all faculty members are expected to encourage honesty through the following practices:

- a. Certification of work as own: Every exam or assignment should contain the student's certification similar to one of the following examples:
 - For a paper/exam in which students were told to work independently and not to consult outside sources, they will write, date, and sign the following at the end of the paper/exam:

"I verify that this paper contains entirely my own work. I have not inappropriately consulted with any other person or materials in producing this assignment."

"I verify that this exam contains entirely my own work. I have not inappropriately consulted with any other person or unapproved materials in completing this exam."
 - For a paper where students were to work independently but conduct research:

"I verify that this paper contains entirely my own work, and that any sources have been properly referenced. I have not inappropriately consulted with any other person or materials in producing this assignment."
 - For a paper where students were to work as a group:

"We verify that this paper contains entirely our own work, with the exception of any sources that have been properly referenced. We have not inappropriately consulted with any other person outside our group, or materials, in producing this assignment."
- b. Class syllabi: All faculty members should include in their class syllabi a reference to the Academic Dishonesty Policy, available in the university catalog and online, and students should be informed that they are responsible for knowing and following the policy.
- c. Plagiarism exercise: In ENG 205, in the gateway course, BUS

302, and in GBUS 600, students should complete an exercise in which they will learn what constitutes a properly referenced quote and paraphrase. Any department or option whose students are not required to take one of these courses should specify another course in which this exercise will occur. Upon successful completion, the signed and dated exercise will be placed on file in the Associate Dean's Office, in the case of undergraduate students, and in the Graduate Office, in the case of graduate students. The following exercise is an example:

Referencing Assignment

Objectives: To make sure that all students understand the need and appropriate format for referencing research materials. To learn standard formats for referencing.

Assignment: Using the following passage from *Arrogance and Accords* which was written by Steve Lynch, published in 1997 by Pecos Press in Irving, Texas, complete these tasks:

1. Write a complete reference for the text.
2. Make a direct quotation.
3. Paraphrase something from the passage.
4. Cite a fact from the passage.
5. Make a statement that requires no reference to the passage.
6. Write, date and sign the following statement: "I have read and understood the CSUN policy on academic dishonesty, printed in the schedule of classes and in this coursepack. I verify that all of the work I submit in the program will be my own (in the case of individual assignments) or of my group (in the case of group assignments) and that all references to other sources will be properly cited. I understand that this assignment will become part of my student file in the College."

Honda dealership profits lived and died on new automobile sales – over half of a dealer's earnings were generated by the new car department. During the mid-1980s, the increased availability of new Hondas, thanks to the Marysville factory, caused Honda prices to drop to "only" MSRP. The average Honda went over the curb with a fat \$1,700 gross profit for the dealer, with Accord sedans and Preludes averaging more than \$2,000 per unit. It was not uncommon for some dealers to squeeze \$2,500 per car out of hungry Honda shoppers, with an occasional "home run" of up to \$5,000 on a particular vehicle. Any gross profits over \$700 per car flowed straight to the bottom line. Dealers' spending on advertising was minimal, since word of mouth among customers was selling Hondas. Dealers' floorplan costs – the interest paid on loans to purchase cars from the factory – were also low, because

Hondas rarely sat on the lot for long. Non-Honda dealers grossed only about \$950 profit per automobile, on units that required far more spending on advertising and floorplan expenses than did Honda cars. (Lynch, 1997, pp. 77-78)

- d. Selling academic honesty: The administration of the College has a responsibility for marketing academic honesty as part of image building and branding. The purpose is to promote a climate of honesty, and to discourage dishonesty, through class discussion, vigorous enforcement of standards, signage, and College literature.
- e. Reporting academic dishonesty: Faculty members are strongly encouraged to report all incidents of suspected cheating to the Assistant Vice President for Student Life, even if no further disciplinary action is being sought.

C. ACADEMIC AND PROFESSIONAL QUALIFICATIONS

1. Objectives

The first purpose of this policy is to promote a community of scholars in which all faculty members are committed to life-long learning, excellence is expected and achieved, and mutual support and encouragement for continual improvement is part of the college culture. The second purpose is to help ensure that faculty members meet either the academic or professional qualification requirements as given in this document.

The College expects all tenure-track and tenured faculty to maintain academic qualification throughout their careers, and expects all other faculty (full-time and part-time lecturers) to maintain academic or professional qualification throughout their careers. Academic or professional qualification requires a combination of original academic preparation plus maintenance of currency in an individual faculty member's area of teaching.

2. Academic Qualification

a. Minimum Requirements

A faculty member must have an appropriate terminal degree as specified by the AACSB standards, and normally have a minimum of two refereed journal articles (or equivalent) and evidence of additional intellectual contribution during the preceding five-year period. Individuals are considered academically qualified for the five years subsequent to receipt of their terminal degree. Normally, members of the Graduate Faculty meet the College's requirements for Academic Qualified status and have achieved at least three journal publications or have achieved at least two journal publications and four other intellectual contributions in the preceding five-

year period.

b. Types of Contributions

Faculty members can achieve or maintain academic qualification with differing portfolios of contributions, including refereed journal articles, books, chapters, monographs, conference presentations, and other mission-relevant contributions. The criterion at the College level is that the balance of contributions among the three categories must reflect the College's mission; however, the College's total portfolio of contributions cannot be predominantly in the area of learning and pedagogical research. The College's desire for a more balanced overall portfolio will not affect the judgment of any one faculty member's individual portfolio.

Contributions must satisfy the criteria in Section C.2.c. Department and College personnel committees will establish equivalency guidelines and evaluate equivalence of specific contributions, considering current publication standards in their fields (Appendix VIII provides some examples).

Intellectual contributions of the faculty are divided into three categories: (1) Learning and Pedagogical Research, (2) Contributions to Practice (or applied research), and (3) Discipline-based Scholarship (or basic research). These categories are defined as follows:

- *Learning and Pedagogical Research* contributions influence the teaching-learning activities of the College. Preparation of new material for use in courses, creation of teaching aids and case studies, and research on pedagogy, are classified as Learning and Pedagogical Research contributions.
- *Contributions to Practice (or applied research)* influence professional practice in the faculty member's field. Articles in practice-oriented journals, creation and delivery of executive education courses, development of discipline-based practice tools, and published consulting reports on consulting are classified as Contributions to Practice.
- *Discipline-based Scholarship (or basic research)* contributions add to the theory or knowledge base of the faculty member's field. Published research results and theoretical innovation are classified as Discipline-based Scholarship contributions.

Consistent with the Mission and Vision of the College, and its graduate and undergraduate programs, the College seeks to

maintain the following aggregate portfolio percentages among the three categories of intellectual contributions:

- Learning and Pedagogical Research: 10-20%
- Contributions to Practice: 20-35%
- Disciplined-based scholarship: 45-65%

Individual faculty member portfolios may vary from these aggregate percentages.

Faculty members have the initial responsibility, using the above definitions, to exercise their best judgment in classifying and reporting their respective intellectual contributions. Annually, the Department Chairs and the Associate Dean shall review faculty classifications and, when necessary, consult with faculty members to revise reported classifications in order to ensure consistency across Departments and faculty.

c. Criteria for Contributions

To count toward academic qualification, contributions normally satisfy the following three criteria:

Mission Relevance. The contribution should apply to one or more of the following areas: learning and pedagogical research, contributions to practice, and discipline-based scholarship.

Public Availability or Verifiability. A contribution is available for public scrutiny when practitioners or academic peers can, without undue difficulty, locate and retrieve the contribution in physical or electronic form. A contribution is verifiable when there is a public record that independently verifies the individual's work, for example, the listing of editorial board members in a professional journal.

Independent Quality Assurance. There must be a way to ensure that the contribution satisfies an acceptable standard of quality in the field. A common method is the peer review process in which a contribution is read, assessed, critiqued, and subjected to sound acceptance standards by individuals with relevant academic or professional experience.

d. Relationship of Academic Qualification Requirements to RTP Standards

The quantity and quality of professional contributions acceptable for academic qualification (AQ) status are designed to ensure that faculty maintain currency in their

disciplines. The minimum AQ standard applies to all faculty. Academic qualification is necessary for promotion or tenure, but is not sufficient. In order to be recommended for promotion or tenure, a faculty member must be academically qualified and must also meet the requirements outlined in Section VI.B.3.c of this Handbook. Departments may have higher standards in the quantity and quality of professional contributions required for retention, tenure and promotion (RTP) decisions than are required by the College, provided that these standards are approved as specified in Section 600 (California State University, Northridge Administrative Manual).

e. Peer Reviewed Publications and Assurance of Quality

Peer reviewed publications are defined as publications employing an independent prior review process by an editorial board or committee widely acknowledged as possessing expertise in the field. The peer review should be independent; provide for critical and constructive feedback of submitted work; demonstrate a mastery and expertise of the subject matter; and be undertaken through a transparent process notwithstanding the involved author may be anonymous. Such a review ensures that the submitted work is subject to the expected scrutiny by academic peers or practitioners prior to publication.

The faculty recognize that peer review is a crucial element by which the College can demonstrate overall quality of its intellectual contributions. As such, the College requires that peer reviewed journals satisfy the following quality requirements in order to be considered as a peer reviewed publication:

1. *Acceptable Quality* – Peer reviewed journal publications must have an acceptance rate of not more than 40% as reported by directories of peer reviewed journal listings and rankings. Absent a reported acceptance rate or given other evidence as to the quality of a specific journal, the relevant Department Personnel Committee shall evaluate and determine whether the journal is of acceptable quality, subject to consultation with the College Personnel Committee.
2. *Evaluation as to Quality* – A journal may have a reported acceptance rate of not more than 40% and yet considered to be of insufficient quality. For example, information on acceptance rates or editorial processes may be unavailable or unreliable for new journals, foreign publications, and journals with narrow specialization. In such instances, a faculty member, the College Personnel Committee, or the Dean may request that the relevant Department Personnel Committee evaluate and present evidence regarding the

quality of a specific journal, subject to consultation with the College Personnel Committee.

- *Evaluation by Department Personnel Committees* - The Department Personnel Committee shall consider a variety of factors in making its determination of quality, including but not limited to: the reputation of the editor and the editorial board, the academic or publisher affiliation of the journal, citation counts of the journal or publication, and other evidence indicative of quality. In order to ensure consistency across departments, when a journal is determined to be of sufficient quality, the Department Personnel Committee shall then present its evaluation, with supporting information, to the College Personnel Committee for evaluation by the College Personnel Committee. Only when the publication is determined by the College Personnel Committee to be of sufficient quality will the journal be considered of acceptable quality. Subsequently, each Department Personnel Committee may make available a list of journals that it has determined to be of acceptable quality within its discipline.
 - *Consultation with the College Personnel Committee* - The College Personnel Committee, in consultation with the Department Personnel Committee, will consider a variety of factors as may be presented by the Department Personnel Committee, including but not limited to: the reputation of the editor and the editorial board; the academic affiliation of the journal, the reputation of the publisher, citation counts of the journal or publication, and other evidence indicative of quality.
3. *Prospective Application* – A journal will be considered of sufficient quality for articles already submitted, accepted for publication, or published prior to a decision by the Department Personnel Committee to re-classify a journal as of insufficient quality. Similarly, when a peer reviewed journal is subsequently reclassified as of insufficient quality, previously submitted, accepted, or published articles will still be considered of acceptable quality for current personnel review purposes.

3. Professional Qualification

At the time of hiring, candidates for a full-time or part-time lecturer position shall normally be either academically qualified (AQ) or professionally qualified (PQ).

PQ status is normally granted to faculty members who have at least a master's degree in a field related to the area of teaching and have

professional and/or technical experience of significant duration and responsibilities. This experience provides the intellectual capital that allows them to contribute to the teaching mission of the College. PQ faculty must meet the following qualifications:

- a. In most cases, possession of at least a master's degree in a discipline or field related to the area of teaching responsibilities;
- b. Professional experience at the time of hiring that is significant in duration and level of responsibility and consistent with the area of teaching responsibilities; and
- c. Continuous development activities that demonstrate the maintenance of intellectual capital (or currency in the teaching field) consistent with teaching responsibilities.

As stated, the professional experience must be significant in duration and level of responsibility and consistent with the area of teaching responsibilities (e.g., a faculty candidate with a master's degree in accounting and 1-2 years of experience in a CPA firm as a junior accountant would not have sufficient experience to be classified as PQ in any circumstance). The quality, complexity and length of the professional experience of the PQ faculty must increase with the level of the teaching assignment. For example, the amount of experience required for someone who teaches at the introductory level is less than the experience expected to teach senior-level advanced classes or at the graduate level. As a general guide, the professional experience should be significant enough to provide the PQ faculty member the intellectual capital that is reasonably equivalent to that of an AQ faculty member who would be assigned to teach the same course(s).

PQ faculty members must continue to participate in appropriate development activities to maintain their status. PQ status may be lost if continuous development activities are not undertaken. PQ status can be regained through appropriate development activities. PQ status should be sustained (or regained) through development activities that enable faculty to maintain their intellectual capital and currency in the subject matter being taught. Such activities may include:

- conducting an active consulting practice of significance and duration;
- creating and/or delivering highly successful executive education programs;
- serving on one or more board of directors;
- publishing papers in academic, professional, or trade journals;
- presenting papers at academic or professional conferences;
- publishing papers in conference proceedings;

- publishing other intellectual contributions such as technical reports, textbooks, book chapters, and supporting materials;
- continuing in an active role of significance in a business enterprise;
- serving in an influential capacity or active role of significance with a professional association that impacts the standards for the profession;
- enrolling in graduate classes or attending workshops/seminars held by professional associations;
- other approved activity of a substantial nature that ensures currency in the discipline.

The level and amount of development activities required depends on the level of teaching responsibilities (e.g., less for introductory courses than advanced courses). A PQ faculty member without additional development activities shall be deemed to be PQ for a period of five years (or less if the duration and level of the professional experience lacks depth and rigor).

PQ faculty may be assigned to teach graduate classes, but the College must demonstrate how the PQ faculty member is qualified to teach at this level based on the level, duration, and complexity of professional or technical experience.

Faculty with a Professional Qualification status may be admitted to the Graduate Faculty, particularly for teaching assignments in specialized business courses or degree programs, especially the M.S. Taxation. PQ faculty should be respected leaders in their fields, such as senior executives or consultants.

Procedures for Assessing Professional Qualification Status

Department Chairs shall be responsible for assessing each faculty member's potential PQ status. If a faculty member (whether full-time or part-time) is AQ, then the Chair shall use discretion in determining whether or not the faculty member's potential PQ status should be assessed. The Chair does not need to provide a written assessment for faculty members who are deemed not to be PQ and who have little chance of attaining PQ status within the next two or three years.

For each faculty member who—in the Chair's view—has a substantial chance of being assessed as PQ within the next two or three years, the Chair shall provide a brief written assessment containing (a) the reason the faculty member is not currently deemed to be PQ, and (b) developments that

could possibly lead to the faculty member's being declared PQ in the next two or three years.

These brief written assessments might typically contain a lead-in paragraph of two or three sentences, plus two or three bullet points that provide some specifics supporting the Chair's assessment.

4. Process for Determining and Documenting Academic or Professional Qualification Status

Each faculty member will maintain an academic or professional qualification folder, on file in the applicable department office that contains copies of all contributions during the previous five-year period relevant to the requirements for academic or professional qualification. (The folder is needed for accreditation purposes and is independent of the Personnel Information File used in RTP matters.) This folder will be reviewed and evaluated annually by the applicable department chair to determine if the faculty member meets the expectations of the College for academic or professional qualification. The decision of the Dean of the David Nazarian College of Business and Economics is final regarding academic or professional qualification status.

D. PARTICIPATING AND SUPPORTING FACULTY

Standard 9 of the Accreditation Standards for Business Accreditation of The Association to Advance Collegiate Schools of Business states: "The school maintains a faculty sufficient to provide stability and ongoing quality improvement for the instructional programs offered...". This is the faculty sufficiency standard. In accordance with this standard, a faculty member is classified as either participating or supporting. The minimum goal of this standard is that 60% of the credit hours produced in any one program, discipline, or location must be by participating faculty. The overall goal for the entire College is 75%. It is also implied in the standard that stand-alone cohort programs at distant locations will be judged at the 75%-level.

1. Participating Faculty Member:

A participating faculty member actively engages in the activities of the College in matters beyond direct teaching responsibilities. Such matters might include policy decisions, educational directions, advising, and service commitments. The faculty member may participate in the governance of the College, and be eligible to serve as a member on appropriate committees that engage in academic policymaking and/or other decisions. The individual may participate in a variety of non-class activities such as directing extracurricular activity, providing academic and career advising, and representing the College on institutional committees. The College considers the faculty member to be a long-term member of the faculty regardless of whether or not the appointment is of a full-time or part-time nature, regardless of whether or not the position with the College is

considered the faculty member's principal employment, and regardless of whether or not the College has tenure policies. The individual may be eligible for, and participate in, faculty development activities and take nonteaching assignments for such activities as advising as appropriate to the faculty role as defined at the College.

2. Supporting Faculty Member:

A supporting faculty member does not, as a rule, participate in the intellectual or operational life of the College beyond the direct performance of teaching responsibilities. Usually, a supporting faculty member does not have deliberative or involvement rights on faculty issues within the College, membership on faculty committees, or assigned responsibilities beyond direct teaching functions (i.e., classroom and office hours). A supporting faculty member's appointment is normally exclusively teaching responsibilities and is normally an *ad hoc* appointment, for one term or one academic year at a time without the expectation of continuation.

3. Procedures for Determining and Maintaining Participating and Supporting Faculty

In order to satisfy the requirements to develop mission appropriate criteria that define participating and supporting faculty, and to have processes to determine and monitor the faculty performance on these criteria on a regular basis, all faculty are required to complete an annual form, typically in the spring, demonstrating the faculty member's involvement in activities, beyond classroom instruction, sufficient to satisfy the requirements or participating faculty shown below. The College's Administrative Council is responsible for designing the form to be completed by the faculty and the processes for collecting and documenting relevant involvement of the faculty (tenure track, tenured, part-time, and adjunct faculty) annually.

Participating faculty must meet at least two of the following criteria:

- a. Participates in College faculty governance issues through policy formation or voting.
- b. Serves on Department, College, or University committees.
- c. Serves as an academic advisor (including probationary student advisement), mentor, or tutor.
- d. Engages in extracurricular activities, such as advising student organizations or working actively with College centers and advisory boards.
- e. Participates in curriculum development and/or learning assessment.
- f. Participates in grant and contract activities of the College or University or in operational or administrative activities of the College or University.

If a faculty member does not meet at least two of these criteria

shown above, he or she will be designated as a “supporting” faculty. The Associate Dean shall annually review each faculty member’s form to ensure that he or she has been properly designated as “participating” or “supporting” faculty.

E. GRADUATE FACULTY

Policy Goal: The goals of creating a formal graduate faculty are to:

1. Strengthen graduate education in the College,
2. Satisfy AACSB concerns regarding standards for graduate education,
3. Provide formal recognition for faculty who teach in graduate programs,
4. Create a sense of ownership and pride for faculty who teach in graduate programs,
5. Provide an incentive for faculty to participate in graduate education.

Qualifications for Joining the Graduate Faculty

Faculty must:

1. Be committed to achieving the vision and mission of the graduate program. Advance the program by participating in graduate faculty retreats and/ or serve the program in other capacities such as advising teams in the MBA Consulting Project, advising individual students, serving on the college graduate committee and participate in other activities sponsored by the graduate programs. Graduate faculty are expected to continue to participate in these activities even in terms when they are not teaching a graduate course.
2. Have demonstrated potential for excellent teaching and an understanding of how to link theory to practice. They should be particularly committed to instruction that: treats students collegially, values students’ experience, is interdisciplinary and develops skills.
3. Normally, meet the College’s requirements for Academic Qualified status and have achieved at least three journal publications or have achieved at least two journal publications and four other intellectual contributions in the last five-year period. Faculty with a Professional Qualification status may be admitted to the Graduate Faculty, particularly for teaching assignments in specialized business courses or degree programs, especially the M.S. Taxation. PQ faculty should be respected leaders in their fields, such as senior executives or consultants.
4. Be recommended to teach in the program by the graduate director and approved by their department.
5. Teach in a CSUN graduate program within a three-year period to remain qualified for the Graduate Faculty. Advising MBA Consulting Project teams satisfies this requirement.

Recognition for Graduate Faculty

1. Graduate faculty will be identified in the University Catalog and on the College’s website.

2. Graduate faculty will receive a special nameplate for their office and a carpet for their office.
3. Only graduate faculty will be eligible to serve on the College graduate committee.
4. Only graduate faculty may serve as the College Graduate Director.
5. Only graduate faculty are eligible for the annual graduate teaching and research rewards.

Application and Admission Process

For initial creation of the graduate faculty, a review committee consisting of: The Graduate Director, the Dean, the Associate Dean, the Graduate Committee Chair, and a representative department chair will review applications. In subsequent semesters, a subcommittee of the Graduate committee, including the Graduate Director, will serve as the Graduate Faculty committee.

1. Faculty will complete a Graduate Faculty application. They must receive support from their department chair.
2. The faculty member's Digital Measures report will be reviewed to verify AQ/PQ status.
3. The faculty member graduate teaching evaluations by peers and students will be reviewed. If no evaluations are available for graduate courses, undergraduate teaching evaluations will be reviewed.
4. Sample syllabi of the faculty member's graduate courses will be reviewed, with special consideration given to use of experiential pedagogies.
5. The Graduate Faculty Nomination Committee will review these materials and determine membership in the Graduate Faculty to be one of the following:
 - a. Membership approved to Graduate Faculty (3 year term)
 - b. Membership approved as Adjunct Graduate Faculty (1 semester term)
 - c. Membership to the Graduate Faculty declined
6. In the case where membership is declined, the Committee will provide justification and suggested remedy to achieve a successful application.

F. FACULTY DEVELOPMENT AND RENEWAL

1. New Faculty Orientation

Department Chairs will see to the orientation of new tenure track faculty members. Orientation is provided as follows:

- A one-day orientation coordinated by The Office of Faculty Affairs and the Academic Senate.
- The New Faculty Survival Guide is online at http://www.csun.edu/facdev/newFaculty_home.htm. The Guide is a comprehensive source of information about the University and the Los Angeles area.

- Individual departments will supplement University orientation activities through meetings, retreats, and/or written materials, including the College's Faculty Handbook.
- It is the responsibility of the Administrative Council to acquaint new faculty members with the College leadership and to establish cross-department mentorships for new faculty.

2. Reassigned Time From Teaching, Service, Workload

A proposal for reassigned time from teaching is required each semester, and is reviewed by the Department Chair and the Dean. Granting of reassigned time requires approval of the Department Chair, the Dean, and the Provost. In general, reassigned time requires that the faculty member be academically or professionally qualified. Exceptions require the express approval of the Dean. The constraint to granting reassigned time to faculty meeting the criteria is that enough classes be scheduled in both days and evenings to allow the Department to achieve its FTES target (assigned by University Academic Affairs), to ensure adequate coverage by full time faculty, and to satisfy department budget constraints.

For the David Nazarian College of Business and Economics, reassigned time from teaching for research is typically given to:

- all new tenure-track faculty (consisting of one course release per semester for two years).
- faculty through their remaining probationary period provided significant progress is made in establishing a productive research program, consistent with meeting the expectations of VI.B.4.
- probationary and tenured faculty who are Academically Qualified and conducting a productive research program.

Faculty receiving reassigned time from teaching for research are expected to identify specific goals and to achieve them or equivalent results, as appropriate.

The College also may provide reassigned time for (1) teaching innovation, (2) new course preparation, (3) team teaching to achieve cross-discipline integration, (4) in some instances, to reduce excessive committee load, (5) grant activities, and (6) special activities on behalf of the College, depending on resources available.

- Teaching Assignment** - The majority of tenure-track and tenured faculty teach two or three days a week and have two preparations each semester. Faculty should submit formal requests regarding teaching assignment preferences to their department chairs each semester.
- Service** - Faculty are expected to provide service at the Department, College, and usually at the University levels. For personnel committees, only tenured faculty are eligible for

election. (See Section IVA.3 for Personnel Committee eligibility.)

c. **Workload** - A faculty member's appointment is structured into fifths:

- 1) Each regular-size class taught counts as 20%, and each fulltime faculty member is reassigned 20% for office hours, committees, and other service/advisement tasks.
- 2) Faculty who teach a large section (a target of 120 students) are granted credit for two courses (e.g., a large class is reflected as a 40% teaching assignment rather than a 20%).
- 3) Beyond reassigned time granted by the College, faculty may receive reassigned time from the University: This reassigned time may be for University-sponsored research such as available through the Probationary Faculty Development Grant program, the Innovation in Teaching and Learning Award, or other similar programs.
- 4) Faculty workloads must be managed to accommodate the needs of faculty to meet their various obligations towards teaching, research, and service. To support the College's commitment to the activities that further our mission, teaching assignments for tenure-track faculty and full-time lecturers normally should not exceed 12 units per semester, calculated cumulatively, whether performed at CSUN or elsewhere. Consistent with this standard, the College recognizes that the capacity and productivity of faculty members differs, so that individual variation from this rule may be consistent with the College's mission. The Department Chairs and the Dean shall monitor faculty workload and reassigned time to ensure that faculty are scheduled in a way to enhance their intellectual development and their contributions to the community and the University, within our budgetary and scheduling constraints.

Since Section 600 (CSUN Administrative Manual) places the burden on faculty members to ensure that outside activities do not interfere with their full-time employment at the College, all faculty who propose to undertake teaching duties at other campuses or institutions must, before the start of each semester, notify their Department Chair and the Dean of any such proposed outside commitments. The Chair and the Dean shall review the proposal and determine whether the proposed teaching opportunity furthers

the College's mission. In that part-time faculty have lesser obligations to promote the College's mission through research and service, greater latitude may be appropriate. Part-time faculty shall notify their Department Chair of any planned teaching commitments elsewhere before the start of the semester so that the College may review whether the planned activity is consistent with the faculty member's obligations at the College.

Faculty not meeting the minimum requirements of VIII.D.7 may receive a written request from the appropriate administrator for a report that relates to the requirements of Article 35 of the Collective Bargaining Agreement and Section 600 (California State University, Northridge Administrative Manual) relative to outside and supplementary employment not jeopardizing their individual functioning as a full-time employee of The California State University.

3. Faculty Development

- a. Faculty development is a process (a) to encourage and assist faculty members to achieve tenure and promotion, and (b) to ensure that all faculty meet either the academic or professional qualification requirements.
- b. In addition to information in the academic or professional qualification folder (independent of the PIF), described in Section VIII.C.4, additional data are used to guide the faculty development process.
 - 1) All faculty update their Faculty Data Sheets in the online Digital Measures Database at least annually. Resumes from Digital Measures are required for all requests for reassigned time for research.
 - 2) Teaching Performance Assessment:
 - Due to the primary importance of teaching, particular attention is devoted to providing guidance and mentoring about instructional pedagogy and content.
 - Probationary faculty are required to have both quantitative and qualitative student evaluations in each class section. For tenured faculty, formal student evaluations of two class sections per year are required.
 - Probationary faculty also must have at least two faculty peer evaluations of teaching conducted each year. These peer evaluations provide formal guidance to the evaluated

faculty.

- 3) Current Faculty Professional Information Files (PIFs) are required from each faculty member being considered for retention, tenure, or promotion. These files, prepared by the faculty member, contain documentation of the individual's achievements in the areas evaluated as part of the RTP review: professional preparation, teaching effectiveness, contributions to the field of study, and contributions to the University and Community.
 - c. With this common frame of reference, the Chair and the faculty member (and in some cases the Dean) meet to review the Digital Measures data and, where necessary, formulate plans for success in the coming year. For some faculty, specific recommendations may be made on potential research projects or how to improve teaching effectiveness and student evaluations. Especially for probationary faculty, attention is given to having a reasonable balance among competing activities, including managing an individual's teaching schedule and service on committees.
 - d. Discussions of resource requests (for reassigned time, computer materials, travel, etc.) feed directly into Departmental and College fiscal planning and budgeting.
 - e. Although these goal-setting and discussion sessions are purely consultative and supportive and do not imply a contract, they are important since they may constitute the basis for teaching assignments and resource allocations.
4. Faculty Development Support Processes
- a. In addition to the formal faculty development process described in the previous section, there are a number of support processes to assist faculty in improving teaching effectiveness and in meeting the academic qualification requirement.
 - b. The College supports the faculty in improving their teaching by providing (a) teaching performance evaluations by both students and faculty peers, described in Section VIII.D.3, which provide individual data; and (b) teaching support opportunities within the College and University. These opportunities include course affinity groups, individual mentoring, help and training from the CSUN Information Technology Resources department, and a large variety of workshops and programs offered by the CSUN Center for Innovative and Engaged Learning Opportunities (C.I.E.L.O.).
 - c. The process to support academic qualification (AQ) has three primary components: (a) the documentation and review

process described in Section VIII.C.4, which provides data on current status and trends for each faculty member; (b) feedback, based on the data, to individual faculty from their department chair or designee, and (c) a focused professional contributions support program for individuals. The process includes a flexible mixture of research circles, resource advisors, and mentoring. The process assists participating faculty in improving their results in professional contributions, to the end of achieving or maintaining AQ status. This assistance can take, for example, the form of suggesting possible research topics, facilitating formation of research circles, reviewing manuscripts in process, providing opportunities to present work-in-progress, and coauthoring papers. The support program is available to any faculty member, but is particularly oriented to the needs of (a) faculty who are not currently AQ, and (b) faculty who are in danger of losing AQ status because of an unfavorable trend in contributions during the last five years.

- d. A mentor may be assigned by a Department Chair to assist a faculty member relative to research and professional contributions, either at the request of that faculty member or at the suggestion of the Chair in consultation with the faculty member. Mentors will be individuals who are academically qualified, particularly successful in publishing, and willing to assist colleagues. Normally, a mentor will be in the same department as the individual being assisted. The mentoring scope and process will be established by the mentor and the faculty member. At the annual goal-setting and review meeting with the faculty member, and informally at other times, the Chair will inquire about the mentoring process and make adjustments as appropriate.

5. Post Tenure Review

Post tenure review of tenured faculty is required at least every five years. Such reviews should consider teaching effectiveness and direct instructional contributions, contributions to the field of study, and contributions to the University and the community. The review is conducted by a department Peer Review Committee and the Dean. The Peer Review Committee should consult the tenured members of the department and the Department Chair as part of the review process.

6. College Support for Development and Renewal

The David Nazarian College of Business and Economics at California State University, Northridge is committed to actively supporting the intellectual development and renewal of faculty. Several of the practices previously mentioned address what the College does to provide faculty with planning consultation and orientation. The College invests in faculty development with several

types of resources: assigned time, research and curriculum grants, interdisciplinary external grants, distance learning opportunities, conference travel, sabbaticals, and difference-in-pay leaves. Consistent with the College mission and values, the College makes every effort to fund research and creative activity through peer reviewed seed grants.

- a. Decision processes concerning College supplied research grants, sabbaticals and other forms of professional leave are administered principally by elected faculty committees, Chairs, and the Dean as described in Section IVA.5 and Section VI. of the Faculty Handbook.
- b. Faculty who have received a sabbatical or difference-in-pay leave are required to submit a written report of their leave activities to the Department Chair and the Dean within 90 days after return to service, as specified in Section 600 (California State University, Northridge Administrative Manual). They are expected to communicate the results of their sabbatical research (or professional development efforts) to their peers in their department or, as appropriate, to their peers at an academic conference or journal.
- c. Travel for the active participation of faculty in academic and professional organizations is supplied by the College, pending availability of funds.
 - 1) Sources of Funds. Travel funds are part of the College budget. Augmentations may occur in the Fall and Spring semester.
 - 2) Objectives: Travel funds shall be allocated so as to:
 - a) Ensure that the distribution of funds among all qualified faculty is based on merit.
 - b) Maximize exposure of College research efforts within the disciplines.
 - c) Support the operations of discipline related academic and professional associations.
 - d) Assist in the recruitment efforts of the College.
 - e) Enhance the production of intellectual contributions.
 - 3) General Guidelines:
 - a) It is the policy of the College to accommodate all legitimate requests for travel, given the availability of funding.
 - b) Where possible, faculty will travel by the most cost effective method consistent with time constraints. Faculty are encouraged to share expenses.

- c) Full funding is considered the norm. Partial funding may be necessary when funds are scarce.
 - d) At least two weeks before a proposed trip, the Request for Approval of Travel and the Estimate of Travel Expense forms should be completed and submitted to the Department Chair for approval. Arrangements should be made in advance for a faculty member to cover classes that will be missed. Approval of the Dean of the College is required for all travel requests.
 - e) Out-of-state travel may be approved for one or more of the following purposes: (1) to deliver a paper at a meeting of a professional association or society, to serve on a panel, or to fulfill obligations as an officer in the association or society; (2) to recruit faculty or administrative personnel; (3) to perform duties essential to the normal operation of the campus as certified by the President or his/her designee.
 - f) All requests for reimbursements should be processed through the department secretary.
- 4) Participation in Professional Organizations. Participation in professional organizations is encouraged. In general, travel funding should consider the level and nature of the contribution. Priorities are ranked as follows:
- a) Elected officers of professional organizations (president, vice president, secretary/treasurer, editors of publications, program track chairs).
 - b) Discussants of competitive sessions, special session chairs, panelists.
 - c) Competitive session chairs.
 - d) Chairs of round table discussion groups.
 - e) Advisory board members and other positions that significantly contribute to the organization and administration of a professional meeting.
 - f) When resources permit, faculty travel for professional development may be authorized.

7. Professional Activities

The David Nazarian College of Business and Economics encourages faculty to develop and continue close relationships with business, government, and community organizations. Our mission provides a clear and supportive statement to faculty on the value of applied research and the importance of professional associations. Consistent with University policy and the College's mission, our faculty consistently engage in research and consulting with industry,

government, and non-profit partners. These efforts produce positive outcomes in terms of our visibility and reputation, the creation of a continual stream of new classroom materials, and the development of competent, valuable research leading to faculty publication and broad dissemination of new knowledge.

- a. Faculty may engage in outside professional activities, paid or unpaid, outside their normal faculty responsibilities under the following conditions:
 - These activities meet the restrictions delineated in CSU policy and State of California regulations (see for example: HR2002-05 and HR 2003-09).
 - These activities do not interfere with the faculty's teaching, research, and administrative responsibilities (see California State University, Northridge Administrative Manual (Section 600), "Supplementary Employment of Academic and Administrative CSU Employees").
- b. Paid outside faculty activities should meet one or more of the following guidelines:
 - Be consistent with the development, maintenance, and application of skills and knowledge consistent with mission and the teaching, research and service objectives of the David Nazarian College of Business and Economics.
 - Provide the faculty member with the opportunity to enhance and update his or her professional skills.
 - Be of benefit to the university's internal or external communities.
 - Contribute to the body of knowledge and practice in the faculty member's areas of professional expertise.
- c. So long as outside activities (both paid and unpaid) satisfy paragraphs a and b above, faculty enjoy a considerable degree of self-determination.
- d. University policy does have more restrictive provisions for faculty engaging in consulting or grant award projects funded from non-State sources where the payor is the University or one of its auxiliary units. This segment of University policy places restrictions on the amount of time (not dollars) a faculty member can earn as "overload" compensation through University sources (125 percent of workload during the fiscal year).

APPENDIX VIII GUIDANCE FOR POLICY REGARDING ACADEMIC QUALIFICATION

This appendix provides further guidance on how to interpret or implement certain aspects of the Academic Qualification policy given in Section VIII.C of the Faculty Handbook.

Re SECTION VIII C.2.a. - MINIMUM REQUIREMENTS

In general, intellectual contributions deemed by the department and Dean to meet or exceed the scope and quality of a refereed journal article may substitute for journal articles. The following are examples of possible equivalencies (in each case, first editions and major revisions):

- Discipline-based scholarly books
- Books aimed at improving business practice
- Textbooks
- Scholarly book chapters

The following are examples of contributions that, although valued, would not be considered as equivalent to a refereed journal article:

- Papers in proceedings
- Presentation at an academic, trade or professional conference or seminar
- Widely available working papers
- Editing a book of readings
- Book reviews in journals
- Development of publicly available databases to assist others' research
- Development of publicly available professional software
- Study guides for textbooks
- Serving as an editor, editorial board member, or reviewer
- Serving as manuscript reviewer for a major publisher
- News media articles that relate to business development, commerce or related issues
- Consulting at a level at which the faculty member is recognized as a leader in his/her field and for which written documentation or other evidence of contributing to the field and/or our classes was produced
- Organizing, chairing, or serving as a discussant at a conference
- Development of new instructional technology
- New curricula or course development
- Development of new teaching methods
- Development of new technology for instruction
- Creation of executive or professional education courses

IX. GUIDELINES FOR SUMMER SESSION

A. Scheduling

1. Planning and staffing of course offerings within the College are the responsibility of the Department Chairs in consultation with the Dean. In establishing the Schedule of Classes, the Chairs should take account of past enrollment patterns and keep in mind that the program is totally self-supporting. Final responsibility for the summer session schedule rests with the College Dean.

Final authority for class cancellations shall rest with the College Dean.

No faculty member is required to teach Summer Session.

B. Faculty Compensation

Faculty compensation is determined by the faculty Collective Bargaining Agreement.

C. Administrative Compensation

1. The College Dean determines administrative compensation and will use part of the net revenues generated by the departments to pay administrative salaries within the College to faculty members with administrative and other assignments designated by the Dean.
2. Funding for administrative appointments must comply with appropriate University regulations and must not exceed generated net revenues.

D. Conflict Resolution

Nothing in this section is intended to supersede any provision contained in the Agreement Between The Board of Trustees of the California State University and the California Faculty Association: Unit 3 - Faculty (the Collective Bargaining Agreement). If any conflict should occur between this policy statement and that, that document shall take precedence.

X. SMOKING

Smoking is not permitted in any building on campus. This includes the interior courtyard of the Business Building (Juniper Hall).

XI. STUDENT ASSISTANTS

A. Student assistants are paid from discretionary funds distributed by the Dean. Allocation of departmental funds is left to the discretion of the Department Chair.

1. Faculty members employing student assistants should:

- a. refer students who have not previously worked on campus as student assistants to the Office of Human Resources, BEFORE the student assistant start work.
- b. send student assistants to the departmental secretary for instructions on filing monthly time sheets.

2. The student and the employing faculty member are responsible for recording hours worked and requesting reclassification of the student assistant when eligible.

B. Work-Study students may be hired by faculty members as readers or student assistants and are paid on the same basis as other student assistants. Faculty members should check with the Dean's Office for information and forms to be used before making any commitments to students regarding Work Study positions.

XII. EQUIPMENT, SUPPLIES, SPACE AND BUDGET

The College and the University own a large variety of equipment that is available for faculty use. The staff in the Dean's Office are responsible for coordinating the annual property inventory and for the custody of University property assigned to the College and its Departments. Faculty are requested to be cooperative during this inventory process.

A. Requisitions

Department Secretaries process requests for the following:

1. Furniture, machines, and other items for use in faculty offices (including moving such items from one office to another);
2. Repairs of machines, furniture and equipment;
3. Classroom use of audio-visual equipment;
4. Use of portable computers; and
5. Office supplies and instructional materials.

B. Purchases

Department Chairs must approve requests for purchase of equipment of a permanent nature.

C. Budget Procedures

The Dean directs the Manager of Academic Resources (MAR) to prepare a budget for each fiscal year showing the funds provided by the University and the amount allocated from these funds to each major expenditure category. Expenditure categories include salaries for all regular faculty and staff, an allocation for the Dean's office that includes activities for which the Dean is directly responsible, each of the administrative departments, expenditures authorized by the Administrative Council and funds for the academic departments to hire part-time faculty and operate.

The amount budgeted for the academic departments will be allocated by a formula adopted by the Administrative Council. Variables in the formula will include measures of departmental performance based on the mission of the College and the number of faculty in each department. At the beginning of each fiscal year, the MAR will distribute to the Chairs and department secretaries a spreadsheet that shows the formula and the amount allocated to each department. The spreadsheet will be given to any interested person.

XIII. CHANGES IN COLLEGE POLICY

A. Rulings on College Policy

A faculty member may request a ruling on College policy from either the Dean or the College committee responsible for that policy (e.g., the Personnel Committee on matters pertaining to personnel actions) for response or for referral to the appropriate committee.

B. Changes in College Policy

1. Faculty may suggest changes in College policy or initiate policy by:

- a. Submitting the request for change in policy or the need for new policy to the Dean to be placed on the agenda of the College Faculty meeting.
- b. Submitting the request for change in policy or the need for new policy to the appropriate College committee.

2. Business brought before the faculty which would add to, delete from, or modify the material in the Handbook shall show specific reference to the appropriate article and subsection so that changes to the Handbook can be systematically identified and incorporated into the revised editions by the administrative staff using approved minutes

of the faculty meetings.