

FACULTY GOVERNANCE DOCUMENT
Approved November 26, 2002
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I. Definitions

- A. Quorum - More than 50 percent of eligible tenure-track faculty constitutes a “quorum” for the purposes of starting business.
- B. Tenure-track Faculty – The term “tenure-track faculty” refers to full time faculty who are either probationary or tenured.
1. Tenured Faculty – The term "tenured faculty" refers to a full-time tenure-track faculty member who has been awarded tenure.
 2. Probationary Faculty – The term "probationary faculty" as used in this Governance Document refers to a full-time tenure-track faculty member who is untenured.
- C. Voting and Committee Service Eligibility – “Eligible” members of the Faculty shall consist of those individuals who are tenure-track and hold faculty rank. Faculty on leaves of absence without pay, leaves of absence with pay, sick leave, sabbatical leaves, and difference in pay leaves are not eligible during the term of their leave. Faculty members who have a FERP appointment shall be eligible only during periods of active employment, but cannot serve on PRCs.

II. Philosophy

The College of Business Administration is committed to the principle of shared governance by faculty and administration. Through shared governance, the faculty and administration work together with the goals of maintaining and developing the viability and diversity of College Departments and promoting excellence in graduate and undergraduate education.

Shared governance involves sharing information, consultation and input into decision-making from all involved parties. The governance structure shall encourage a balance of responsibility, authority, and accountability. College governance should operate in a manner that is open, honest, principled, and mutually respectful, with elected representation to reflect the perspectives of academic discipline and rank.

III. Principles

The Dean and the faculty shall collaborate to establish strategic direction for the College. The faculty, with appropriate input from relevant constituents and consultation with the Dean, shall assume primary responsibility for developing, and recommending to the Dean, academic policies and procedures and curriculum. The Dean, with consultation with the faculty, shall assume primary responsibility for budget and resource allocation.

College governance shall be consistent with the University and College Mission Statements, the Collective Bargaining Agreement between the California Faculty Association and the Trustees of the California State University, HEERA, other state laws/regulations, and CSU system regulations.

IV. Faculty Groups

The faculty shall participate in the shared governance of the College both as individuals and as members of CoBA groups and Committees including, but not limited to, the following:

- Leadership Group
- College Wide Standing Committees
 - Peer Review Committee
 - Undergraduate Curriculum Committee
 - Graduate Curriculum Committee
 - Research and Development Committee
- Department Level Committees
 - Search Recommendation Committees

V. Voting Procedures

Unless otherwise stated, the following procedures shall be standard policies for voting. Voting members of the Faculty include all eligible faculty members as defined in Section I of this document. Elections and motions shall be decided by a majority vote. Important matters (as set out below) shall be decided by a majority of all eligible members using a written secret ballot. Other matters shall be decided in an open vote by a majority of those voting. Votes shall be taken by a show of hands; however, anyone may request a secret ballot. In the event of a tie, the Dean may cast the tie-breaking vote.

VI. Meetings

A. Faculty Meetings

Faculty meetings are essential to the effective governance of the College. These meetings provide an opportunity for faculty to formulate policies falling outside the purview of the standing Committees as well as to review the business conducted by the standing Committees and Leadership Group. Faculty meetings can be called whenever deemed necessary by Department chairs, a majority of faculty, or by the Dean, but are expected to be held a minimum of four times per year (two times per semester).

The Dean, in consultation with the Faculty Chair, shall set the agenda for Faculty meetings. In the rare event that the Dean or Faculty Chair is not willing to consider an item, a faculty member can appeal to the Leadership Group, which shall then determine whether the item should be placed on the agenda. Furthermore, faculty can place items directly on the agenda through a majority vote. All meeting agendas and materials shall be made available for review in advance of the meeting.

The presiding officer of the Faculty meetings shall be the Faculty Chair. Meetings shall be conducted according to Robert's Rules of Order and a staff member shall take minutes.

Recommendations from standing Committees, task forces, Department Chairs or other individuals should first be presented to the Leadership Group for direction on development and feedback, after which the recommendations may be placed by the Leadership Group on a faculty meeting agenda. Recommendations from standing Committees that fall within the defined responsibilities of the Committee may be sent by the Leadership Group directly to the Dean without approval of the full

faculty. Such referrals shall be communicated to the faculty by memo or e-mail; the eligible members of the Faculty are free to call for a vote of endorsement, dissatisfaction, or modification of any aspect of Committee business, as well as matters falling outside the regular business of the standing Committees, at any Faculty meeting.

To ensure this document reflects the wishes of the faculty and the Dean, this document shall be reviewed every three years. However, should there be a desire at any time to make changes in the governance structure, they may be proposed (by any member of the faculty or College administration) in writing and submitted to the Leadership Group for first reading. The Leadership Group shall then distribute the proposal to the faculty (in hard copy or e-mail) ten days prior to a Faculty meeting. A majority vote in favor of the change(s) is required for such change(s) to be recommended to the Dean.

B. Leadership Group Meetings

The Leadership Group shall meet every two weeks during the academic year (or as needed) to deal with strategic issues facing the College. The Dean, in consultation with the Faculty Chair, shall develop the agenda for Leadership Group Meetings. The presiding officer of the Leadership Group Meeting shall be the Dean. If the Dean cannot attend the meeting, the Faculty Chair shall preside. A staff member shall take minutes at the meeting. These minutes shall be distributed to the faculty within three days of the meeting after approval by the Dean and the Faculty Chair.

C. Department Chair Meetings

The Dean, Associate Dean, and Department chairs shall meet every two weeks during the academic year (or as needed) to deal with operational issues (such as scheduling, adjunct hiring, etc.) of the College.

VII. Faculty Chair

A. Responsibilities

The Faculty Chair serves as a liaison between the faculty, the Leadership Group, and the Dean's office by:

- Presenting faculty concerns/suggestions to the Leadership Group and the Dean's office.
- Informing faculty of issues discussed in Leadership Group meetings.
- Chairing faculty meetings.
- Serving as an ombudsperson to the Dean's Office on issues of shared governance and other faculty concerns.

B. Eligibility for Election as Faculty Chair

All tenured members of the faculty, with the exception of department chairs, who have been CoBA faculty members for a minimum of one year, and preferably two years, are eligible to serve as Chair.

The term of office shall be two years with a limitation of a second reappointment (i.e., a maximum service of four years). After serving two consecutive terms, a person is eligible for reappointment after a hiatus of two years; however, under special circumstances (e.g., no one eligible or available to serve), a person may be elected for an additional one-year term.

C. Election Procedures

The Dean's Office shall issue a call for nominations in May; a faculty member may be nominated by another faculty member or may self-nominate. After nominations are closed, faculty members may remove their names from consideration prior to the ballot. The Dean's Office shall issue ballots for voting by secret written ballot; ballots shall be returned to a staff member for confidential collection. Votes will be tallied and documented. Election of the Chair will be determined by a majority.

D. Timing of Elections

Elections shall take place in May. The new Faculty Chair shall take office at the beginning of the summer.

E. Recall Procedures

In the rare situation in which a Chair fails to fulfill the responsibilities of the office, the CoBA faculty may recall the chair before his/her term ends. A recall requires a 60 percent majority vote. In the event of such a recall, a new Chair shall be elected following the procedures in VII. C.

F. Compensation/Consideration for Faculty Chair

The issue of compensation and/or consideration for the Faculty Chair shall be addressed in CoBA's Assigned Time Policy.

VIII. Department Organization

Faculty in the College of Business Administration shall be organized in three multi-disciplinary Departments – Accounting and Finance, High Technology Management (which includes the fields of Management Information Systems, Production and Operations Management, and Management Science), and Management and Marketing. Faculty from these Departments shall participate in decision-making for both undergraduate and graduate programs through participation in Standing Committees and other committees and task-forces. Each Department shall have a Chair.

In addition, the Global Business Management option shall have an Option Director. The Dean, in consultation with the Leadership Group, shall appoint this Director. The Responsibilities of the Option Director include:

- Working with faculty to study, propose, and develop curriculum revisions to the GBM Option
- Monitoring quality including relevance, content of courses, and quality of instruction as it pertains to the GBM Option
- Representing the GBM Option on the Undergraduate Curriculum Committee

IX. Department Chairs

A. Responsibilities

The responsibilities of the Department Chairs may include the following:

Communication

- Serving as a liaison between the Department's faculty and the Dean's office.
- Working with faculty to develop goals and objectives for the Department.
- Keeping faculty members fully informed of Department, College, and University plans, activities and expectations.
- Representing the members of the Department faculty in regularly scheduled meetings with the Dean's office on shared governance issues.
- Coordinating participation in student orientation sessions and other student outreach activities.

Curriculum Development and Management

- Working with faculty to study, propose, and develop curriculum revisions.
- Monitoring instructional Department quality including relevance, content of courses, and quality of instruction; Chairs should receive copies of course syllabi and other information as appropriate for Department evaluation.
- Supervising the operation of Department-related activities, such as clinics and laboratories.
- Participating in assessment activities related to the Department.

Resource Management

- Working with members of the Department faculty to evaluate instructional needs and determine teaching resource needs for both tenure-track and part-time faculty; Chairs must also work with the Director of the MBA Department to determine resource needs.
- Coordinating with members of the Department, as well as Chairs of other Departments and the Dean's office, to prepare teaching schedules, course assignments, and course formats.
- Planning committee assignments with the Department faculty to ensure that faculty members share the load in committee service to CoBA and to the University.

Faculty Development, Deployment, and Supervision

- Fostering high-quality learning, teaching, research, and service among Department Faculty.
- Working with relevant members of the Department Faculty to select and review lecturers for courses.
- Overseeing evaluation of lecturers.
- Providing oversight for faculty recruiting efforts in their Department: ensure compliance with recruiting procedures.
- Providing leadership in encouraging faculty in scholarly pursuits; provide guidance and monitoring of non-tenured faculty to help ensure their eventual tenure and promotion.
- Encouraging and support faculty professional development, including faculty applications for grants and sponsored research.

Student Administration

- Mediating and attempting to resolve undergraduate student complaints/problems with faculty (after student discussions with faculty).

B. Eligibility for Election as Department Chair

All tenure-track members of a Department's faculty who are at the rank of associate professor or higher are eligible to serve as Chairs.

The term of office shall be two years with a limitation of a second reappointment (i.e., a maximum service of four years). After serving two consecutive terms, a person is eligible for reappointment after a hiatus of two years; however, under special circumstances (e.g., no one eligible or available to serve), a person may be elected for additional one-year terms.

C. Election Procedures

Each Department shall be headed by a Chair who shall be elected by the following procedures (consistent with election procedures used for election of Standing Committees).

The Dean's Office shall issue a call for nominations by Department; a faculty member may be nominated by another faculty member or may self-nominate. After nominations are closed, faculty members may remove their names from consideration prior to the ballot. Faculty members shall vote for only the Chair of their respective Department. The Dean's Office shall issue paper ballots for voting by secret written ballot; ballots shall be returned to a staff member for confidential collection. Ballots shall be counted by three persons: one faculty member who is not from the Department being counted and two staff members. Votes shall be tallied and documented. Election of Chairs shall be determined by a majority of eligible voters in the Department.

Names of faculty elected as Chairs shall be forwarded to the Dean for his/her recommendation for appointment. The Dean shall have the right to refuse to make a recommendation on appointing a faculty member elected as Department Chair. However, consistent with the *Report of the Board of Trustees' ad Hoc Committee on Governance, Collegiality, and Responsibility*, elected Chairs should be appointed "except in rare instances and for compelling reasons." In such a case, the Dean shall provide a written rationale for disapproval of the candidate to the faculty, and the tenure-track members of the Department faculty shall elect an alternate Chair.

D. Timing of Elections

Elections shall take place in May. New Department Chairs shall take office at the beginning of the summer.

E. Evaluation of Department Chairs

The evaluation process is to be a formative, as well as evaluative, tool to help Department Chairs grow and improve their skills as leaders and to assist members of each Department to achieve the Department's goals. Each year the Department's Faculty shall develop goals and objectives for the Department, in conjunction with the Chair, which the Dean shall then review.

Each Department Chair shall be reviewed by the Dean near the end of the spring semester, with input from all tenure-track faculty within the Department. The Dean shall keep all input confidential. The Dean shall produce a written summary evaluation that shall be shared with the Chair. At the end of the Academic Year, the Dean shall meet with the Chair to discuss areas of strength and formulate a plan for addressing the weaknesses, if any. The Dean shall review the evaluation of the Department with its members, and the evaluation shall inform the planning process for the following academic year.

In the rare situation where a Chair fails to fulfill his/her responsibilities to the Department and fails to improve after constructive criticism provided through the evaluation process, the Chair may be recalled during his/her term of office. A recall initiated by the members of the Department faculty shall require a two-thirds majority vote of the eligible faculty of that Department as well as the consent of the Dean. The Dean may also initiate the removal of a Chair by the recall process after efforts to develop the abilities of the Chair have failed and in consultation with the tenure-track faculty of the Department.

F. Compensation/Consideration for Department Chair

Each Department Chair shall receive 4 WTUs per semester assigned time for his/her responsibilities as Chair. In addition, each Chair should receive compensation of at least 1/30th of his/her academic year salary during the summer session.

Chairs are expected to be available for routine tasks relating to their responsibilities during the summer session. Such tasks include assisting with schedule revisions, hiring part-time faculty, attending orientation sessions, and attending occasional meetings called by the Dean. Tasks beyond these routine responsibilities shall be compensated based on negotiation with the Dean.

X. General Procedures for Standing Committees

A. Membership of standing Committees (For all Committees except the PRC)

1. Selection of Committee members

The standing Committees of CoBA shall have representation from the Departments in the College. Each Department chair is encouraged to solicit Committee members from the interested tenure-track faculty in their Department. If there are more applicants in a Department than needed for the membership, there shall be an election to determine the Department's representative(s). The winners of the election shall be determined by a majority of the eligible voters in the Department. Elections shall be held in May.

2. Changes to membership

Changing the composition or charge of standing Committees shall not require a full revision of the Governance Document. Rather, such changes can be made by a simple majority vote of the faculty.

3. Election of the Committee chair

The voting members of each Committee shall elect the chair of the respective standing Committees.

4. Term of office

Standing Committee members shall serve staggered two-year terms. Members can serve a maximum of two terms (4 years) on a Committee, becoming eligible to serve again after two years of ineligibility. In the event of a vacancy on a Committee, the replacement shall be selected to complete the unfinished term following the Committee's selection procedures.

XI. College Wide Standing Committees

A. Leadership Group

1. Composition of the Committee

The Leadership Group shall consist of the:

- Dean
- Associate Dean
- Department Chairs
- Faculty Chair
- MBA Director
- Chair of the Undergraduate Curriculum Committee
- Chair of the Graduate Curriculum Committee

2. Committee Purpose and Charge

The Leadership Group serves as a forum for decision making on major College-wide issues. As such, it is responsible for providing advice and counsel to the Dean regarding issues of importance to the College including:

- Strategic Direction for the College
- Recommendations on resource allocation and budget

B. Peer Review Committee (PRC)

1. Committee Purpose and Charge

The Collective Bargaining Agreement and Faculty Handbook of the University mandate that all personnel reviews and actions include a peer review and evaluation component. The purpose of the peer review and evaluation is to ensure that those individuals closest to the academic discipline of the candidate are involved in the review and evaluation process. The presumption is that individuals formally educated and experienced in the discipline shall be better able to evaluate the merits of the candidate's record within the discipline.

The PRC's responsibilities include reviewing, evaluating, and making recommendations for periodic evaluations, performance reviews, promotion, tenure, market and/or equity adjustments and post-tenure reviews for tenure-track faculty. Tenure recommendations may involve current CoBA faculty or potential faculty members, if the employment offer to the potential faculty member involves the awarding of tenure.

Members of the PRC are to follow procedures specified in the Collective Bargaining Agreement, the University RTP document, and the College RTP document in reviewing each candidates working personnel action file (WPAF).

2. PRC Committee Eligibility and Composition

a. Eligibility

All faculty members who hold tenure in CoBA are eligible to serve on the PRC. However, PRC members must have equal or higher rank than candidates being considered for promotion and/or tenure. In very unusual cases (e.g., prolonged illness of a PRC member, a PRC member not of the appropriate rank to evaluate a candidate) an alternate PRC member may be elected by the faculty of the department.

b. Composition and Election Procedures

Each department will elect its own PRC. Faculty members in the department will elect, by a written secret ballot, a minimum of three eligible faculty to serve on the committee. If there is not a sufficient number of eligible tenured faculty within the department, a call to the entire CoBA faculty shall be issued and a written secret ballot vote conducted. The election of each representative shall be determined by a majority vote of eligible voters in the Department. If only one candidate per open seat is nominated in the Department, an Approve/Disapprove ballot shall be used. If the Disapprove vote is the majority for any candidate, a second call for nominations within the Department shall be conducted. If no candidate is elected from the second ballot, a call to the entire CoBA faculty shall be issued and a written secret ballot vote conducted.

c. Term of Office

The term of office for PRC members is one year starting July 1st following elections in the Spring term and ending June 30th of the following year.

C. Undergraduate Curriculum Committee

1. Composition of the Committee:

The Committee shall consist of:

- One representative from each Department
- The Global Business Management Option Director
- Undergraduate advisor(s) as nonvoting, ex-officio members
- The Associate Dean as a non-voting, ex-officio member

2. Committee Purpose and Charge

The Committee is responsible for overseeing all undergraduate programs of the College. Specifically, the Committee shall also review, evaluate and recommend academic policies that affect CoBA undergraduate students.

Responsibilities include:

a. Establishing, amending, and/or recommending to the College and Dean:

- Eligibility requirements for students (e.g., policies on incompletes, prerequisites, internships, course withdrawals and transfers of course credits)
- Courses, programs and curriculum structures (e.g., recommendation for approval of new courses, approval of courses offered by other colleges, prerequisite changes, course changes, program changes)

b. The Committee shall be responsible for enforcement of existing and new undergraduate policies, including final student appeals at the College level.

D. Graduate Curriculum Committee

1. Composition of the Committee

The Committee shall consist of:

- One representative from each Department
- One at-large representative
- Director of the MBA Program and MBA Operations Manager both serve as nonvoting, ex-officio members

2. Committee Purpose and Charge

The Committee is responsible for overseeing all graduate programs of the College. Specifically, the Committee shall review, evaluate and recommend academic policies that affect CoBA graduate students.

Responsibilities include:

- a. Providing study, review, evaluation and recommendation regarding program operations to the Office of Graduate Programs including program marketing and staffing.
- b. Developing and reviewing for recommendation to the College and the Dean:
 - Admissions standards
 - Standards for graduation and continuation
 - New courses and changes to existing courses
 - Proposals for new degree programs, options, and "tracks"
 - Proposals for significant changes to existing programs such as change in number of units required for a degree

E. Research & Development (R&D) Committee

1. Composition of the Committee

The Committee shall consist of:

- One representative from each Department
- The Dean (or appointee from the Dean's Office, e.g., Associate Dean) as an ex-officio, voting member

Senior faculty members with research and development experience shall best serve the Committee's goals. Moreover, untenured faculty members who intend to apply for significant research and development funds should not serve on the Committee, since they shall be excluded from any Committee deliberations on such matters.

2. Committee Purpose and Charge

The R&D Committee has responsibilities in two overlapping areas:

- Research – promoting research (e.g., research forums with faculty or guest speakers), determining research funding (e.g., summer research grants), and administering supplemental faculty funding (e.g., travel expenses exceeding allotted discretionary funds)
- Development – reviewing faculty development grants (e.g., externships, learning conferences), presenting workshops (e.g., new faculty orientation, best teaching practices).

Any funding recommendations are advisory to the Dean, but it is intended that all such requests be initiated through the Committee.

3. Committee Organization

Decisions requiring the consideration of the entire Committee (e.g., funding, policy issues) shall be made at the Committee level. On the other hand, to promote efficiency, the Committee may operate as smaller task forces, comprised of the Committee members, when appropriate (e.g., research forums, faculty orientation). Any task force would be formed on an ad-hoc basis. The Committee generally meets twice per month during the academic year.

XII. Department Level Committees

A. Search Recommendation Committee

1. Composition of the Committee:

The Committee shall consist of at least three tenure-track faculty closest to the discipline for a given faculty position as elected by a majority vote of the Department faculty.

2. Committee Purpose and Charge

The Committee is responsible for all aspects of recruiting tenure-track faculty from the initial screening of applications through the hiring recommendations including:

- Selecting of candidates
- Reviewing applications
- Evaluating the credentials and competencies of candidates
- Interviewing candidates
- Conducting reference checks
- Reviewing and recommending individuals to the Dean for tenure-track appointments