

# College of Business Administration

LEADERSHIP FOR THE GLOBAL MARKETPLACE

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## *Policy Statement*

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*College of Business Administration  
San Diego State University*

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*POLICY STATEMENT  
COLLEGE OF BUSINESS ADMINISTRATION  
SAN DIEGO STATE UNIVERSITY*

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## 1. Introduction

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- a) This is a statement of policy concerning the governance of the College of Business Administration, San Diego State University. Its intent is to set the overall policy framework, indicating the general nature of College governance to which additional policy statements or amendments can be attached in the future. This statement takes precedence over previous statements of policy concerning governance and personnel procedures of the College. The University policy file takes precedence over this document.
- b) The governance of this University is accomplished through a diffuse set of authorities: its President, the faculty, and others. The President and his/her delegates, including the College Dean, are responsible for the administration of the University. The faculty serves an essential governance role. The College faculty, through its committees and in general session, has the right to make recommendations on any matter it determines is pertinent to the College. Other faculty rights are determined by legislation and by delegation. The purpose of this document is to effectuate these principles.
- c) The College of Business Administration expects every member of the College faculty to play an active role in department, College and University governance, including service on the various committees and subcommittees established by this policy statement.
- d) If any provisions of this Policy Statement are found to conflict with or contradict Title V of the California Code of Regulations, the Collective Bargaining Agreement Memorandum of Understanding, the SDSU University Policy File, or the SDSU Senate Policy File, the provisions of those documents shall supercede and render such provisions herein void.

## 2. Definitions

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- a) The *faculty* is defined as tenured and tenure-track (probationary) faculty, and non tenure-track lecturers and student services professionals academically related.
- b) The term *full-time faculty* refers to tenured or tenure-track (probationary) faculty, who hold full-time academic year appointments and who may also be department chairs, school directors, deans, associate deans, or assistant deans, whether or not devoting full time to instruction.
- c) The term *lecturer* refers to all full-time and part-time instructors who do not have tenured or probationary status.
- d) An *ex officio* member of a committee, i.e., one who is unelected and serves due to his or her office, has full participation rights in all discussions and deliberations.
- e) The term *department* means the faculty within the School of Accountancy and the departments of Finance, Management, Management Information Systems, and Marketing.
- f) The term *Chair* means the Director of the School of Accountancy and the Chairs of the Departments of Finance, Management, Management Information Systems, and Marketing.
- g) The term CBA-CAL committee refers to the advisory committee that coordinates oversight of international business programs between the College and the College of Arts & Letters.
- h) The term *specialized program* refers to any degree or certificate program that is not state supported.

### 3. Faculty Meetings and Ballots

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- a) A minimum of one full-time faculty meeting each semester must be conducted, with a meeting agenda to be set by the Dean to include an opportunity for open discussion between the full-time faculty and the administration of the College. The Dean of the College of Business Administration shall also call such a meeting in accordance with Section 8.1 at the request of any of the following:
- The Dean of the College;
  - a majority of the members of any standing committee of the College;
  - a majority of the full-time faculty members of any department of the College; or
  - ten percent of the full-time faculty who so notify the Dean of their request in writing.
- b) A *secret written ballot* of the full-time faculty is any vote of the full-time faculty (including those in the Faculty Early Retirement Program or FERP) conducted in accordance with Section 8.1. The Steering Committee shall conduct such a vote at the request of any of the following:
- The Dean of the College;
  - a majority of the members of any standing committee of the College;
  - a majority of the full-time faculty members of any department of the College; or
  - ten percent of the full-time faculty who so notify the Dean of their request in writing.
- c) There shall be College elections for the following as needed:
- College representatives to University Senate
  - Representative to University Peer Review Committee
  - Representative to University General Education Committee
  - Two faculty representatives to the Budget Subcommittee of the Executive Committee
- d) All questions submitted for a college-wide vote of the full-time faculty shall be decided by majority of votes cast.

## 4. Committee Structure

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### 4.1 Policies Pertaining to Committees

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- a) All standing committees and subcommittees shall operate under rules of their own choosing consistent with policies of the College and the University.
- b) All standing committees and subcommittees shall adopt operating rules that permit attendance and voting by telephonic or other electronic means under conditions when doing so in person is impractical.
- c) Faculty service on committees is for a two-year term unless otherwise specified. Each term begins at the beginning of an academic year. In order to avoid excessive membership turnover, a committee may vote to selectively adopt one-year extensions to the terms of no more than one-half of its sitting faculty members. If this Policy Statement comes into force in the middle of an academic year, the initial term of service on committees shall be for two years plus the remaining time until the beginning of the next academic year.
- d) Unless otherwise specified, faculty members serving on standing committees shall be elected by the full-time faculty of their respective departments.
- e) Faculty members of standing committees are eligible for reelection.
- f) If, during the course of any one semester, a faculty member misses more than 50% of the scheduled meetings, the committee may decide to vote to remove that member from the committee.
- g) If during the course of a term, a faculty member of a committee is unable to continue or is removed, the committee shall request that member's department to designate a new representative to complete the remaining term. The replacement member may be elected or appointed depending on the policy adopted by the department.
- h) Unless otherwise specified, each standing committee and subcommittee shall elect annually a faculty member to serve as its chair for the academic year.
- i) The chair of each committee and subcommittee is responsible for recording and communicating the deliberations and decisions of the committee.
- j) The chair of each standing committee is responsible for posting a public notice of each meeting time and place and the meeting agenda, when available.
- k) The chair of each standing committee shall allot time during the meeting for any member of the faculty to address the committee.
- l) All standing committee meetings are open to the faculty, except for the Peer Review Committee and when matters of a confidential nature are discussed.
- m) A subcommittee of a standing committee is subject to all of the policies that pertain to standing committees.
- n) The quorum for a standing committee shall be 50% of its voting membership.
- o) Unless stated otherwise, any standing committee having its faculty membership consisting of one member from each department may determine a need for an expanded faculty membership so as to gain expertise in specialized areas of concern. In such a case, the committee chair shall invite the faculty to nominate or self-nominate individuals having the

desired qualifications or experience. By vote of existing committee members, the membership may then be expanded to include one or more of the nominees who will then become full voting members. Such appointments will be for a one-year term renewable at the committee's discretion.

## **4.2 Standing Committees**

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The committee structure of the College of Business Administration shall be comprised of the following standing committees:

- Executive Committee
  - Chairs and Program Directors Subcommittee
  - Budget Subcommittee
- Steering Committee
- Program Assurance Committee
- Maintenance of Accreditation Committee
- Graduate Committee
- Undergraduate Committee
- Specialized and International Programs Committee
- Faculty Development Committee
- Peer Review Committee
- Graduate Fee Grant Committee
- Library Resource Committee
- Special or ad hoc work teams or task forces may be appointed by the Dean of the College, or any standing committee or subcommittee of the College to meet special needs or requirements, and these special or ad hoc work teams or task forces shall report to the appointing party.

## **4.3 Ad hoc task forces**

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The dean or his/her designee may designate task forces to deal with issues as needed. The Dean will inform the Steering Committee of the membership and purpose of such task forces to ensure that the faculty is informed.

## 5. Committee Composition and Responsibilities

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### 5.1 Executive Committee

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- a) The membership of the Executive Committee shall consist of:
- Dean (chair)
  - Associate Dean for Academic Affairs
  - Director of Resource Management
  - Department Chairs
  - Director of Graduate Programs
  - Director of Undergraduate Programs
  - Steering Committee chair
  - Faculty Development Committee chair
  - Program Assurance Committee chair
  - Chief Communications Officer
  - Assistant Dean for Student Affairs
- b) The Executive Committee is charged with and accountable for the planning and execution of actions that coordinate, maximize, and deploy the College's resources to accomplish the overall strategic plan of the College.
- c) The full Executive Committee is required to oversee and give final approval to actions taken by the Budget and PR subcommittees.
- d) The full Executive Committee shall normally meet at least twice a year at the beginning and end of the academic year. Other meetings shall be at the request of the Dean.
- e) The following shall be standing subcommittees of the Executive Committee:
- i. Chairs and Program Directors Subcommittee

The Chairs and Program Directors Subcommittee consists of:

- Associate Dean for Academic Affairs (chair)
- Dean
- Assistant Dean for Student Affairs
- Department Chairs
- Director of Resource Management
- Director of graduate programs
- Director of undergraduate programs

The Chairs and Program Directors Subcommittee is responsible for:

- Projecting enrollment and offering courses to meet the FTE target of the College (in consultation with the directors of the undergraduate and graduate programs);
- establishing and utilizing a transparent and objective framework for evaluating assigned time requests and communicating the expectations and evaluation criteria for assigned time allocations to faculty;
- ensuring that departments coordinate, cooperate, and share resources as appropriate to allocate assigned time and staff each of the courses offered in the various programs of the College;

- overseeing the policies and operations of the College departments to ensure that the policies of the Executive Committee are being implemented appropriately;
- reviewing and discussing faculty line proposals prior to their being brought forward to the Dean for possible approval; and
- deliberating and providing advice to the Dean as requested to resolve operational issues coming before the College that require faculty involvement and consultation.

ii. Budget Subcommittee

The Budget Subcommittee consists of:

- A faculty member selected by the Executive Committee (chair)
- Director of Resource Management (ex officio; non-voting)
- Dean (ex officio; non-voting)
- Associate Dean of Academic Affairs (ex officio; non-voting)
- Two additional faculty members elected by the College faculty.

The Budget Subcommittee is responsible for:

- Reviewing the budget of the College to execute its strategic plan; and
- ensuring that budget and spending decisions are made transparent to the faculty.

The Budget Subcommittee shall have access to all budgetary and resource allocation information as well as to other types of information available to and from the Dean, departments, and programs relevant to policy and planning issues.

## 5.2 Steering Committee

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- a) The membership of the Steering Committee shall consist of:
- One full-time faculty member from each department, not to include department Chairs
  - Dean (ex officio; non-voting)
  - Associate Dean for Academic Affairs (ex officio; non-voting)
- b) The elected members shall serve staggered two-year terms and shall be eligible for reelection. The members shall elect the chair of the committee. Members of the Executive Committee are ineligible to serve on the Steering Committee, except for the Steering Committee chair, the Dean, and the Associate Dean.
- c) The Steering Committee shall deal with:
- Formulation of the College's strategic plan, including an identification of the opportunities, critical challenges, and obstacles faced by the College; an overall strategy chosen to pursue the opportunities and cope with or overcome the identified obstacles; and coherent actions or steps that are coordinated with one another to support the accomplishment of the strategy;
  - periodic evaluation and adjustment of the College's strategic plan to ensure alignment and measure progress toward accomplishing the actions and steps specified;
  - defining the College's mission, vision, core values, and programs;
  - College policy-file maintenance and amendment in accordance with Section 9;

- functions as outlined by the Graduate Fee Faculty Award Program and the FAQ that are consistent with Executive Orders on CSU Fee policy, including the adjudication of disputes;
  - ex post review of budget and spending priorities to evaluate effectiveness in achieving the strategic plan of the College.
- d) The Steering Committee shall act as the university policy file's designated college Academic Policy and Planning Committee in the areas of short and long range planning. The Steering Committee shall have access to all budgetary and resource allocation information as well as to other types of information available to and from Deans, departments, and programs relevant to policy and planning issues.
- e) The Steering Committee shall review proposals referred by the Program Assurance Committee that require College-wide coordination or that impact resources or budgets. When such proposals are found to be in alignment with the strategic plan, the Steering Committee shall make recommendations to the Dean and the Associate Dean for the implementation of the proposals.
- f) The Steering Committee shall work to facilitate communication between University policy sources (senate, administration, chancellor's office, etc.) and faculty members of the College at large.
- g) The Steering Committee shall be responsible for holding College-wide elections on matters requiring a College-wide faculty vote.
- h) The Steering Committee shall create a framework that articulates the principles and characteristics of international programs, including the regions and program offerings that best align with the strategic plan of the College.

### **5.3 Program Assessment Committee**

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- a) The membership of the Program Assessment Committee shall consist of
- Director of Program Assessment (chair)
  - Director of Graduate Programs
  - Director of Undergraduate Programs
  - Director, Executive MBA Program
  - One faculty member from each department
- Additional individuals with direct responsibility for program-level assessment of student learning in the CBA may be invited to join the committee as full voting members at the discretion of the committee.
- b) The Program Assessment Committee shall deal with:
- Coordinating departments' and programs' responses to such actions taken by the senate, the administration, the chancellor's office, etc., in the area of assessment policy.
  - Keeping assessment policy and planning under continuous review and formulating and recommending the priorities related to this area among departments and programs in order to arrive at quality programs.

- Developing assurance-of-learning policy, promoting best practices in assessing student learning outcomes, providing general guidance on the assessment plans of the various programs in the College, and determining responsibility across the College for the assessment efforts of the CBA's various programs.
- Serving as a channel of communication between the College and the University Student Learning Outcomes Committee Program Assessment Committee (SLOPAC).
- Reviewing assessment results reported from Undergraduate Committee, Graduate Committee and departments and ensuring that appropriate loop-closing activities are being undertaken at the relevant levels.
- The Assurance of Learning (Assessment) component of the AACSB Continuous Improvement Review.
- Reviewing and approving curriculum with respect to learning goals and outcomes and their assessment for all program proposals and new course proposals and for course change proposals as requested by the Graduate Committee and the Undergraduate Committee.

#### **5.4 Maintenance of Accreditation Committee**

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- a) The Maintenance of Accreditation Committee consists of:
  - Associate Dean for Academic Affairs (chair)
  - Program Assurance Committee chair
  - Director of Graduate Programs
  - Director of Undergraduate Programs
  - Steering Committee chair
  - A representative of IVC as appointed by the IVC Dean
  - Director of the School of Accountancy
  - Other members appointed at the discretion of the Associate Dean for Academic Affairs
- b) The duties of the Maintenance of Accreditation Committee are to continuously monitor and align activities related to the periodic maintenance of accreditation by the AACSB.

#### **5.5 Graduate Committee**

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- a) The Graduate Committee shall consist of:
  - Director of Graduate Programs
  - Assistant Dean for Student Affairs
  - A graduate student representative of the Graduate Business Student Association
  - One faculty member from each department
- b) The Graduate Committee shall originate and approve such curriculum change proposals as needed to ensure that the graduate programs achieve the highest standards, contribute toward the mission of the College and University, and retain currency in the context of a changing business environment.
- c) The Graduate Committee shall be responsible for establishing and reviewing the set of core courses that are required of all MBA students in the College.

- d) The Graduate Committee shall review and approve the student learning outcomes and assessment procedures and results from the core curriculum, and report the outcomes of such reviews to the Program Assurance Committee. The Graduate Committee shall be responsible for developing and implementing loop-closing activities for the core curriculum and reporting results to the Program Assurance Committee.
- e) The Graduate Committee shall review and make recommendations on graduate-level curriculum change proposals originating from
  - Faculty,
  - Departments ,
  - the Dean,
  - Specialized and International Programs Committee
- f) The Graduate Committee shall report all approved curriculum and policy proposals and recommendations to the Program Assurance Committee.
- g) The Graduate Committee shall conduct program-level assessment of the MBA program and its associated learning outcomes and report results to the Program Assurance Committee.
- h) The Director of Graduate Programs shall make admissions recommendations to the Graduate Committee, which shall review admissions policies and make final decisions regarding specific admissions decisions.

## 5.6 Undergraduate Committee

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- a) The Undergraduate Committee shall consist of:
  - Director of Undergraduate Programs
  - Assistant Dean for Student Affairs
  - an undergraduate student representative selected by the Associated Business Students
  - One faculty member from each department
- b) The Undergraduate Committee shall originate and approve curriculum change proposals as needed to ensure that the undergraduate programs achieve the highest standards, contribute toward the mission of the College and University, and retain currency in the context of a changing business environment.
- c) The Undergraduate Committee shall be responsible for establishing and reviewing the set of core courses that are required of all undergraduate students in the College.
- d) The Undergraduate Committee shall review and approve the student learning outcomes and assessment procedures and results from the core curriculum, and report the outcomes of such reviews to the Program Assurance Committee. The Undergraduate Committee shall be responsible for developing and implementing loop-closing activities for the core curriculum and reporting results to the Program Assurance Committee.
- e) The Undergraduate Committee shall review and make recommendations on curriculum change proposals originating from
  - Faculty,
  - Departments,
  - the Dean,

- Specialized and International Programs Committee.
- f) The Undergraduate Committee shall report all approved curriculum and policy proposals and recommendations to the Program Assurance Committee.
- g) The Undergraduate Committee shall conduct program-level assessment of the BSBA program and its associated learning outcomes and report results to the Program Assurance Committee.

## **5.7 International Programs Committee**

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- a) International Programs Committee shall consist of:  
One faculty member from each department.
- b) The International Programs Committee shall deal with all issues relating to the creation and operation of international programs in the College of Business. The departmental representatives to the CBA's International Programs Committee shall also serve as the College representatives to the joint Arts and Letters/CBA International Business committee for the undergraduate degree program in International Business.
- c) The International Programs Committee will review undergraduate curriculum developments and changes to the existing curricula that impact the international business degree program including international undergraduate joint degree programs.
- d) If the curriculum issues impact the business administration curriculum, the International Programs Committee's recommendations shall be forwarded to the undergraduate committee.
- e) If the curriculum issues affect only the International Business program and /or International Business majors, the recommendations of the Committee shall be forwarded to the Steering Committee.
- f) The International Programs Committee shall review the merits of international undergraduate joint degree programs and CBA undergraduate degree programs offered internationally and forward its evaluations of each program to the Director of the Undergraduate Programs and to the Undergraduate Committee
- g) The International Programs Committee shall review the merits of all international joint degree programs and CBA graduate degree programs offered internationally and forward its evaluations of each programs to the Director of the Graduate Programs and to the Graduate Committee.
- h) If an existing CBA undergraduate or graduate degree program is offered internationally in which no curriculum changes are required, the approval of the International Programs Committee on curriculum issues is not required.
- i) The International Programs Committee shall review all international exchange programs of the College of Business and forward its recommendations to the Steering Committee. This includes but is not limited to students' academic exchanges, international internships, formal CBA faculty exchange programs and study abroad programs.

## 5.8 Executive MBA Committee

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- a) Executive MBA Committee shall consist of:
  - One faculty member from each department
  - Director of Graduate Programs (ex officio; non-voting)
  - Director, Executive MBA Program (ex officio; non-voting)
- b) The Committee shall review admissions policies and make recommendations to the Dean regarding specific admissions decisions. The specific recommendations will be based solely on the admissions file prepared by the Director, Executive MBA Program.
- c) The Committee shall initiate or review all changes to the Executive MBA Program curriculum and forward such proposals to the Graduate Committee and the Steering Committee for their normal review.

## 5.9 Sports Business Management MBA Committee

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- a) Sports Business Management MBA Committee shall consist of:
  - One faculty member from each department
  - Director of Graduate Programs (ex officio; non-voting)
  - Director, Sports Business Management MBA Program (ex officio; non-voting)
- b) The Committee shall review admissions policies and make recommendations to the Dean regarding specific admissions decisions. The specific recommendations will be based solely on the admissions file prepared by the Director, Sports Business Management MBA Program.
- c) The Committee shall initiate or review all changes to the Sports Business Management MBA Program curriculum and forward such proposals to the Graduate Committee and the Steering Committee for their normal review.

## 5.10 Faculty Development Committee

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- a) The Faculty Development Committee shall consist of:
  - One tenured full-time faculty member from each Department
  - Associate Dean for Academic Affairs
  - Director of Resource Management (ex officio; non-voting)
- b) The objectives of the Faculty Development Committee are:
  - To support the professional development aspects of the College's strategic plan;
  - to be an advocate for faculty development resources;
  - to evaluate and encourage intellectual contribution and professional development activities in the College;
  - to evaluate and encourage teaching excellence; and
  - to ensure that the College's faculty development guidelines are constituted, updated and communicated to the chairs and faculty.
- c) The Faculty Development Committee will prepare a College Faculty Development Plan. The plan will:
  - Design, implement, and evaluate intellectual contributions standards;

- define standards for Scholarly Academic (SA), Practice Academic (PA), Scholarly Practitioner (SP), and Instructional Practitioner (IP) and make the standards available on the CBA website.
  - design, implement, and evaluate teaching excellence standards;
  - recommend, coordinate, and implement initiatives to maintain established standards including, but not limited to, research and teaching seminars, faculty mentoring, and giving active support to faculty for obtaining grants; and
  - design, coordinate, implement, and evaluate a reward and recognition program for intellectual contributions, teaching excellence, and service contributions.
- d) The Faculty Development Committee shall evaluate sabbatical proposals according to University guidelines and procedures. The Faculty Development Committee shall also evaluate other proposals where a College recommendation is required. The following procedures shall apply:
- In the evaluation of proposals, priority will be given to those proposals that contribute to the stated mission and objectives of the College.
  - If a member of the committee applies for a sabbatical, the Committee shall ask that member's department to designate a replacement just for the sabbatical deliberations.
  - The committee shall evaluate sabbatical proposals after receiving the recommendations of the Department.
  - If a department recommends multiple sabbatical proposals, they shall be ranked by the Department with no ties.
  - The College committee shall communicate its recommendations and rankings of the applicants to the Dean.
- e) The Faculty Development Committee shall administer the University and College faculty-development grant programs.

## **5.11 College Peer Review Committee**

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- a) The College Peer Review Committee shall consist of one tenured Professor from each of the departments.
- b) The following procedures will be followed with respect to College Peer Review Committee membership:
- The members shall be elected by the probationary and tenured faculty members of each department.
  - Administrators are not eligible to serve on this committee.
  - Each year the committee shall decide on its internal procedures and elect a chairperson from among its members. The chair will have full voting privileges.
- c) The function of the Committee shall be to make independent decisions on reappointment tenure and promotion subsequent to the recommendations from departments and Chairs .
- d) The committee shall operate according to the rules of the SDSU Policy File, the time lines established by the University administration, and the Collective Bargaining Agreement.
- e) Occasionally a lecturer may contribute in uncommon ways to the development and reputation of the College. As such, the College Peer Review Committee is authorized to consider requests to award any lecturer with one of the following titles:

- Research Scholar,
  - Clinical Scholar,
  - Executive Scholar,
  - Distinguished Lecturer, or
  - \_\_\_\_\_ in Residence
- f) The following procedures apply:
- Upon the recommendation of the department , any departmental peer review committee can nominate a lecturer for this status. They must present the case of extraordinary contributions in writing addressed to the Peer Review Committee.
  - The Peer Review Committee shall consider the nomination based primarily on the information contained in the nomination. The standard applied shall be extraordinary contributions to the College in a way that demonstrates the lecturer’s commitment to the College and accomplishments outside the norm. It is not intended that this honor become the norm.
  - The Peer Review Committee shall notify the Dean of its recommendation.
  - The Dean shall consider the recommendation. If the Dean approves, the candidate will be notified by a formal letter from the Dean.

### **5.12 Graduate Fee Grant Committee**

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- a) The Graduate Fee Grant Committee shall be governed by the membership, roles and responsibilities as outlined by the Graduate Fee Faculty Award Program and the FAQ that are consistent with Executive Order 1042.
- b) The objectives of the Graduate Fee Grant Committee are to implement the Graduate Fee Grant Program. The committee has the authority and responsibility to issue policies and guidelines for the faculty to follow during the application and review process, consistent with the enabling document for the Graduate Fee Grant Program as approved by the Steering Committee and the University administration. The committee shall evaluate grant proposals and recommend to the Dean funding actions for each grant proposal received from the faculty.
- c) The committee shall prepare an annual report summarizing the allocation of funds for the prior year, and relate the expenditures to elements of the Executive Order. This report shall be forwarded to the Steering Committee for evaluation of alignment with the strategic plan of the College.

### **5.13 Library Resource Committee**

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- a) The Library Resource Committee consists of each of the Departmental Book Representatives as well as the College’s representative on the University Library Committee.
- b) The Library Resource Committee is responsible for the continuous review of the allocation of University library resources for College’s academic programs and for research.

## 6. Representatives to the University

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- a) The College of Business Administration faculty is an integral part of the system of University-wide governance. Service on University committees is an essential part of each faculty member's responsibilities.
- b) University Governance shall be carried out through participation in the following forums:
  - San Diego State University Senate (SDSU, Constitution, 4.0).
  - Standing and other committees of the Senate (SDSU, Constitution, 7.0).
  - Representative to the University Promotions and Tenure Review Panel
- c) The Associate Dean shall facilitate and coordinate nominations for Senate representatives to the University Senate Committee on Committees and other University committees as needed, which will administer the procedures for designating their membership.
- d) A representative to the University Promotions and Tenure Review Panel shall be chosen biannually by election of the full-time probationary and tenured eligible faculty of the College. Those elected by their departments to serve on the College Peer Review Committee and the previous University Promotions and Tenure Review Panel representative (if willing to serve another term) will automatically be nominated. Other tenured Professors willing to serve may be nominated by any five College faculty to the Associate Dean by August 15. The nominee receiving the largest number of votes shall represent the College on the University Promotions and Tenure Review Panel. If during the term of the representative to the University Promotions and Tenure Review Panel, he/she is unable to continue, then the person that received the next most votes in the election shall take his/her place on the panel.
- e) Departments shall hold elections to identify their respective representatives for all college-wide committees by the last day of the spring term.

## 7. Organizational Units of the College

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### 7.1 Departments

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- a) The department is the basic academic unit of the College and as such has primary responsibility for the teaching and research functions. Excellence in teaching and the professional development of the faculty are the two most important missions of the department and they receive primary attention at all times. The department is not an autonomous entity, but is an integral part of the College organization and makes its contribution toward the accomplishment of a unified professional effort.
- b) The department is charged with the recruitment and selection of new faculty and the initiation of personnel actions, which include but are not limited to promotion, retention, and tenure. Other functions of the department that receive high priority are a concern for the general welfare of the students and student advising.
- c) Curriculum development is a continuing process which follows as a natural result of concern for students and an emphasis upon professional development. Curriculum initiation, however, may start at any level either College, department, or individual faculty. Curriculum issues specific to a department's courses are channeled first to the department for its consideration and approval and then move through established curriculum channels at the College and University level.
- d) Each department shall be responsible for establishing and reviewing the set of courses that are required of all students in its programs. The department shall review and approve the student learning outcomes, assessment procedures, and assessment results, and report the outcomes of such reviews to the Program Assurance Committee. The department shall be responsible for implementing loop-closing activities based on assessment results and as recommended by the Program Assurance Committee.
- e) Each Department shall draft and keep on file a set of departmental by-laws setting forth as a minimum the selection procedures for department Chair, members of College committees, members of departmental committees, and meeting additional University requirements including departmental personnel policy. All such departmental by-laws shall be drafted and maintained so as to be consistent with College and University policy.
- f) Department Chairs shall perform key managerial functions in which the department has a concern but which are shared with the administration of the College and coordinated with the administrative officers assigned College program responsibilities. The scheduling of classes and meeting staffing needs shall be accomplished through coordination between the department and the College so that class schedules meet, in order of priority, the needs of students, the efficient utilization of physical resources, and the wishes of the faculty.
- g) The basic philosophy governing the operation of the Department should be that its primary concern is professional excellence of faculty and student welfare. The actual operating mechanics and administrative procedures of the Department are shared in coordination with the College Administration.
- h) Each department or school of the College of Business Administration shall have a Peer Review Committee as required by SDSU Policy on Reappointment, Tenure, and Promotion.
- i) Each department shall describe in its Policy File the criteria for tenure and promotion.

## 7.2 Department Peer Review Committee

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- a) Each Department Peer Review Committee shall operate in accordance with SDSU Policy as it pertains to composition, duties, and timeline (as established by faculty Affairs).
- b) Each department shall develop criteria for periodic performance evaluation of lecturers in accordance with SDSU Policy. Evaluation criteria shall address at a minimum teaching effectiveness and progress towards meeting the CBA's standards for faculty qualifications and engagement. Lecturers are expected to be effective instructors and to be a Scholarly Academic (SA), Practice Academic (PA), Scholarly Practitioner (SP), or Instructional Practitioner (IP) as defined by the CBA standards for faculty qualifications and engagement.
  - (1) Lecturers who have been hired for both semesters of an academic year shall be evaluated in the Spring semester.
  - (2) Full-time and part-time lecturers appointed for one semester shall be evaluated at the discretion of department Chair.
  - (3) The faculty employee shall be provided with a copy of the periodic evaluation using the five-day filing date notice procedure.
  - (4) A written record of periodic evaluation shall be placed in the employee's Personnel Action File.
  - (5) All full-time and part-time lecturers shall be informed of procedures and criteria for evaluation at the time of appointment.
  - (6) Evaluations shall be conducted by faculty peers and the department Chair.
- c) Candidates for reappointment, tenure and promotion must document their average student evaluation score in the PDS. This score shall be the mean score on the evaluation question: "Rate the instructor's teaching overall." However, all evaluation committees shall use all results, numerical and written, from the student evaluations as part of their determination of the candidate's teaching effectiveness, in addition to any other information submitted in the PDS and one-of-a-kind- file by the candidate.

## 7.3 Centers and Institutes

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- a) The following requirements apply to all Centers and Institutes governed by EO 751, whether established at the departmental or CBA level.
- b) Along with the conditions mandated by EO 751, each center or institute must establish a charter (by-laws) and it must abide by that charter.
- c) At a minimum, the charter must specify the objectives of the center or institute, the administrative structure, the procedure to staff those positions, and the procedures for the evaluation of the effectiveness of the center or institute and its officers.
- d) All centers and institutes, and their officers, must be approved first, by the Steering Committee, and then by the Dean.

## 8. Administrative Structure

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### 8.1 Dean

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- a) The Dean of the College is appointed by the President of the University, in consultation with the faculty of the College. The Dean is charged with the administration of the College in consonance with the directives of the President and the established policies of the College.
- b) The Dean is charged with the responsibility of chairing meetings of the faculty and the Executive Committee.
- c) The Dean must call an officially constituted meeting of the faculty or conduct a secret written ballot when he/she is requested to do so in writing as stated in Section 3. He/she must call this meeting or conduct the ballot on an academic working day within fifteen academic working days after written notification is received. Prior to an officially constituted meeting, he/she must give written notice of the meeting to the faculty, at least five academic working days prior to the meeting, with detailed information as to the issues to be discussed and voted upon.
- d) Before a secret written ballot can be taken, the Dean must call an information meeting of the faculty no more than five academic working days prior to the ballot. The purpose of this meeting will not be to vote on the issue(s), but to give the faculty an opportunity to discuss the matter in detail.
- e) The Dean must review changes in the College Policy File to determine their compliance with University standards and administrative authority.
- f) The Dean shall conduct a periodic review of all College-appointed administrators not otherwise reviewed in accordance with an established review process. Such periodic reviews by the Dean shall occur at intervals not longer than three years. Administrators in this category include but not limited to: Director of Resource Management; Chief Communications Officer; Director of Program Assurance; Director of Graduate Programs; Director of Undergraduate Programs; Director of International Programs; and Director of Specialized Programs. It is also the responsibility of the Dean to conduct a periodic evaluation of the job description of these administrators and make changes where necessary to accomplish the mission of the College.
- g) The periodic review process of the Dean shall occur in the fifth year of his/her tenure as Dean and every five years thereafter unless the review is initiated earlier by special request. The review process shall be conducted in accordance with the SDSU Policy File (Review of Academic Administrators: Sections 2.0-7.0).

### 8.2 Associate Dean for Academic Affairs

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- a) The Associate Dean for Academic Affairs is appointed by and serves at the pleasure of the Dean.
- b) The Associate Dean for Academic Affairs is responsible for the day-to-day operation of the College, as assigned by the Dean. The Associate Dean reports to the Dean and, in the absence of the Dean, he/she acts for him/her in all matters of College governance.

- c) An ad hoc search committee shall be formed each time it is necessary to recommend a person to fill the Associate Dean position. Faculty members shall be selected in accordance with department procedures. The composition of search committees shall be as follows:
- One tenured faculty member selected by each department
  - One tenured faculty member selected by the Dean
  - One full-time staff member elected by the College staff.
- d) The Dean shall convene the organizational meeting of the ad hoc search committee and preside until a chair has been elected. The search committee shall elect its chair from among its elected members and shall establish its own search and selection procedures, except that no member of the committee may act unilaterally regarding committee business.
- e) All ad hoc search committee recommendations shall be by a majority vote of the voting members of the committee. Search committee procedures must be in compliance with the University Affirmative Action Policy and with Section 42701 of Title 5 of the California Code of Regulations.
- f) The ad hoc search committee, before inviting any candidates to the campus, shall present to the Dean the list of those it intends to invite. If the Dean requests it, the committee shall add names to the list before any candidates are interviewed on the campus. The Dean shall appoint, however, only from the final list of those recommended by the committee or may institute a new search.
- g) The committee shall recommend the appropriate number of candidates to the Dean for his/her selection.
- h) The Associate Dean shall be reviewed in the third year of his/her tenure and every five years thereafter unless it is initiated earlier by special request. The special request to advance the review may be initiated by the Associate Dean for Academic Affairs, twenty percent of the faculty who so notify the Dean of their request in writing, or the Dean. Circumstances warranting such a request shall be unusual but compelling from the point of view of the constituency requesting the review. The scheduling of reviews shall be the responsibility of the Dean. The following procedures and requirements apply:
- i) The process herein described represents a cooperative effort by the College administration, the faculty and the Associate Dean for Academic Affairs to appraise the Associate Dean in meeting the leadership and management objectives of the administrative unit; to report to the Dean the results of such a review; and to make any recommendations on action to be taken to improve the effectiveness of the administrator and office or unit under study.
- j) It is the obligation of the Dean to weigh the results of any such process carefully in the ongoing evaluation of the Associate Dean and his/her office or unit. The review is designed as a collegial process with the goal of effecting a periodic renewal of understanding among the Associate Dean's several constituencies about the desirable goals. The review provides the occasion for presentation and consideration of the range of diverse educational philosophies, interpretations of goals, and expectations for leadership and management while at the same time, it necessitates a hard look at the real conditions within which the Associate Dean and the office must operate. The report shall focus on the issues that must be dealt with by the Associate Dean and the faculty and the accomplishments to date.
- k) The essential ingredients of such a review process are a review panel that is both representative and acceptable to the parties to the review; a committee review process that

ensures the full participation of the faculty; a timely reporting process that respects the sensitive personal nature of the review process while providing specific recommendations; and a follow-up report on the implementation of recommendations for specific changes.

- l) The review panel shall work primarily from the published job description of the Associate Dean and a self-study by that individual. It shall be the review panel's responsibility to ensure that all members of the faculty, student body, and staff are given the opportunity to communicate with the panel to ensure that the views to which weight is given represent those of significant proportions of all constituencies, to provide the Associate Dean with the opportunity to discuss major issues and concerns identified during the review process, and to ensure the confidential nature of communications.
- m) The review panel shall prepare a written report to be submitted to the Dean. The report shall contain a description of the review process, data collected, findings, and specific recommendations for future action by the Associate Dean.
- n) The complete report shall be made available to the Associate Dean immediately after the Dean reviews it. The Associate Dean shall have an opportunity to respond before the report becomes final. The faculty shall receive a timely summary of the report prepared and issued by the review panel after approval by the Dean. This summary shall contain the major findings of the review panel and the panel's specific recommendations for action.
- o) Progress towards the goals identified by the review panel will be part of the annual administrative review of the Associate Dean.
- p) All aspects of the review process must be consistent with requirements of state and federal law and with University policy.

### **8.3 Department Chair**

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- a) The department Chair is nominated by his/her department, recommended by the College Dean, and appointed by the President to serve as the administrative officer of the department.
- b) The department Chair makes the day-to-day decisions of the Department in consonance with the policies of his/her Department and the College. He/she reports to the Dean of the College in all matters of concern to the College and University. He/she is charged with the organization and administration of his/her Department so that the requirements of the College and University are met.
- c) Departments shall develop procedures and schedules for periodic review of the Chair. The review shall be completed by March of the third year and every two years thereafter and shall consist of at least a referendum by the tenured and probationary faculty. After the referendum or review, the unit shall recommend to the Dean of the College that the appointment be continued or terminated (SDSU Policy File, Chairs of Departments or Programs and Directors of Schools, Section 4.0).
- d) The department Chair shall make a determination of the SA/PA status of tenure/tenure-track faculty, the SA/PA/SP/IP status of lecturers, and the supporting/participating status of lecturers, according to the CBA's standards for faculty qualifications and engagement.
- e) Department Chairs shall annually consult with each Department faculty member, review the previous year's activities and mutually agree to a written faculty development plan for the

next year in accordance with the College Faculty Development Plan guidelines as defined by the Faculty Development Committee.

- f) The Department Chairs shall annually review each faculty member's activities with the Associate Dean for Academic Affairs in order to determine alignment with the standards of the College.

## 9. Amendments

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- a) This document can be amended by a majority of votes cast by the full-time faculty of the College of Business Administration at an officially constituted faculty meeting or by secret written ballot.
- b) Several statements from the SDSU Policy File are included in this College Policy Statement. When these University Policies are modified, this statement shall be altered to reflect these changes.