

Document 101

School of Business Governance

March 19, 2024

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1. **School Faculty**

- a. **Membership:** Faculty of the School are defined in the University document titled “Faculty Policies and Procedures,” Chapter 1. Consistent with that document, the School of Business faculty consists of all persons who hold the rank of professor, associate professor, assistant professor, or instructor with at least a one-half time appointment in the School.
- b. **Voting Faculty:** Voting membership in the School faculty is limited to persons holding professorial titles and rank (tenure track faculty with rank of professor, associate professor, or assistant professor) in the School and such other persons who may be designated by the Executive Committee with the approval of the Dean (see Sec 4.a.iv). Lecturers and teaching faculty holding greater than a 50% appointment may vote on curricular matters and preference votes for department chair, without additional designation by the Executive Committee and approval by the Dean.

2. **School Faculty: Functions and Meetings**

- a. Authority to determine educational and administrative policies of the School is vested in the voting faculty.
- b. Meetings of the faculty of the School of Business are held monthly during the academic year as scheduled by the Dean. Regular meetings may be canceled by the Dean if there is no significant business to transact. Special meetings may be held after reasonable notice at the call of the Dean or at the request of the Subcommittee of the Executive Committee (hereafter Subcommittee), or on the written petition to the Dean or to the Subcommittee of any five members of the voting faculty.
- c. A quorum for a meeting consists of at least half of the voting faculty on the payroll at the time of the meeting.
- d. The Dean or the Dean’s designee presides over the meetings and appoints a secretary to keep a record of the proceedings.
- e. Robert’s Rules of Order should be followed at all School meetings.

3. School Faculty: Committees

a. Standing Curriculum Committees

- i. The standing curriculum committees of the school are:
 - Ph.D. Committee
 - Master's Committee
 - Undergraduate Committee
- ii. Membership in each Ph.D./Master's/Undergraduate standing curriculum committee shall consist of one member of the faculty from each of the Departments of Accounting and Information Systems; Finance, Investment, and Banking; Management and Human Resources; Marketing; Operations and Information Management; Real Estate and Urban Land Economics; and Risk and Insurance (with the exceptions noted below). Additional members shall include student voting members, not to exceed two, one voting staff member from the program office, and non-voting ex-officio members as designated by the Dean's Office. Master's and Undergraduate Curriculum Committees may include up to two academic staff who have voting rights on curricular matters (see Sec 1.b). With the advice of the department chairs, the Dean will select the members of each standing committee and its chair. The chair must be a tenure-track member of the faculty and is normally the appropriate Associate Dean. The Associate Dean is distinct from the department's representative.
- iii. Standing curriculum committees of the School will report to the faculty regarding past year's activities at least once per year.
- iv. Matters regarding adding or removing degrees, majors, specializations, options within majors, certificates (and assigning and changing the names of all preceding elements), and required co-curricular elements, are typically initiated by a department (or group of departments or the Undergraduate or MBA & Master's Programs Offices). Proposals are to be forwarded to respective standing School curriculum committee for deliberation. If the curriculum committee approves a change, it must then ask the School's Academic Planning Council (APC) for its opinion. The curriculum committee shall bring its final recommendations, together with APC's written comments, to the full faculty for a vote.
- v. Minimum requirements for the Ph.D. program are determined by the Graduate School. Other matters pertaining to Ph.D. programs, such as change of admission standards, addition/deletion of course requirements, etc., are determined by respective departments. Such changes must comply with Graduate School rules and any School of Business rule regulating our Ph.D. programs. All departmental changes must be shared with the Ph.D. committee which should communicate those changes to all departments. Any school-wide curriculum or program changes must be approved by the Ph.D. committee and brought to the full faculty for a vote.
- vi. Matters pertaining to master's and undergraduate programs regarding changes to degree or certificate curricula, and the process for handling them, are as follows:
 1. Types of curriculum changes:
 - a. changes in total number of degree credits, and/or additions/deletions to lists of courses that are required for all students in order to meet School or University requirements for the degree or certificate.
 - b. within-major/specialization/option/certificate curriculum changes (e.g., addition/deletions to acceptable courses to satisfy elective requirements for the major/specialization/option/certificate; creation or deletions of within-program track listings of recommended electives, and modifications of such course lists).

2. Changes of Type 1a shall be brought to the faculty for vote. However, they must first be considered by the respective standing School curriculum committee. Responsibility for advancing motions to the faculty concerning Type 1a curriculum changes is vested in the appropriate curriculum committee.
 3. Changes of Type 1b are to be approved by the appropriate program or certificate review committee (e.g., a center's Academic Policy Committee or a program's Curriculum Committee) and then forwarded to the appropriate department for approval if School resources are involved as part of the instructors' regular teaching load. Note: Evening/Exec/Corporate Exec MBA programs often lack options. For this reason, all additions/deletions of courses in those programs are considered to be Type 1b changes, while total credit changes are considered Type 1a.
 4. For the purpose of communicating and coordinating curriculum changes, all proposed changes of Types 1a and 1b shall – at the earliest opportunity – be communicated to the appropriate program dean and program office, the appropriate standing School-level curriculum committee, and to all affected departments and centers.
- b. Other Committees
- i. Other committees of the school (e.g., an Awards Committee) may be formed at the request of the Dean or the Chairs Committee.
 - ii. These committees may vary in their form and function over time and across administrations. For example, a Research Committee has for some periods existed as a stand-alone committee, and at other times been combined with the standing Ph.D. committee. However, at a minimum these committees:
 1. Will have broad departmental representation/input.
 2. Will report to the Dean and/or the Chairs Committee.
 3. Shall report their activities to the faculty at least once a year.
- c. Ex Officio Members
- i. Ex officio members of standing or ad hoc committees may be designated by the Dean, Chairs Committee, or by the committee itself.
 - ii. The ex officio members do not have voting rights.
4. **School Executive Committee: Membership**
- a. Consistent with Section 5.20 of the University document titled "Faculty Policies and Procedures," the School of Business has an Executive Committee consisting of:
 - i. All members of the School who are associate professors or professors to whom the department has a continuing commitment of one-half time or more.
 - ii. Professors and associate professors in the School to whom the School has a continuing commitment of less than one-half time, but for whom the School was the principal sponsor of the appointment.
 - iii. Other faculty members having tenure who have been granted joint executive appointments by a majority vote of the Executive Committee.
 - iv. Retired faculty members, who hold at least 20% of a full-time position, and who have been granted voting rights by the School's Executive Committee. Requests to grant voting rights should be submitted annually by the faculty member's department to the Subcommittee for deliberation and, if approved by the Subcommittee, be brought to the Executive Committee for a vote.
 - b. Members of the executive committee who are on leave may participate in its decisions insofar as participation is feasible in the judgement of the executive committee. Executive committee members on leave must petition the executive committee for permission to participate. The executive committee delegates this judgement to the subcommittee. Only those members who have successfully petitioned to vote will be counted as eligible voters.

5. School Executive Committee: Functions and Operations

- a. The Executive Committee has authority to make recommendations to the Dean concerning faculty appointments, affiliation appointments (UWFPP 5.13), recruitment, leaves, non-retention, dismissals, promotions, salaries, program changes, and other School budget matters. The Executive Committee delegates to the Subcommittee of the Executive Committee (also see Section 7 below and Governance document 102) the authority to make recommendations for it except in the area of promotions, non-confidential leaves (see Governance Document 102.3(g), and retention and non-retention of probationary faculty. However, the Subcommittee must inform the faculty of its recommendations in school-wide meetings in a timely manner.
- b. With regard to promotions and appointments to tenured positions, the Subcommittee shall make its recommendations to the Executive Committee, which shall vote on each case (see 4.b). Voting on a promotion to a rank shall be limited to those members of the Executive Committee who have attained that rank, or a higher one. Voting for promotion or appointment to a tenured rank shall be conducted by a verifiable electronic ballot with administrative oversight by the Subcommittee. Votes will be due by 4:00 PM eight calendar days following discussion of the case (7 calendar days in January because of the Federal holiday), or as modified by exceptional circumstances approved by the Subcommittee Chair. A verifiable ballot may include email communication for those individuals who are unable to access the electronic ballot, but must be approved by the Subcommittee Chair. Each member of the Executive Committee is expected to read the file, attend meetings and vote. Appointments to a tenured rank require an affirmative vote from at least two-thirds of those voting and a majority of those eligible to vote. In accordance with Robert's Rules of Order abstentions will not be counted as votes. Cases receiving the required affirmative vote will be forwarded to the Divisional Committee (also see Section 10 – Procedures for Action on Probationary Appointments). The full file of the candidate, including the recommendation from the Subcommittee and supporting rationale, shall be available electronically for review a minimum of five working days prior to the meeting of the Executive Committee at which the case is discussed.
- c. The Dean of the School of Business shall be the Chair of the Executive Committee.
- d. Meetings of the Executive Committee may be called after reasonable notice by the Dean, the Subcommittee of the Executive Committee, or on the written petition to the Dean or to the Subcommittee by at least 20 percent of the members of the Executive Committee.
- e. A majority of the members of the Executive Committee on the payroll at the time of a meeting shall constitute a quorum. When reasonable notice has been given and the only matters at issue are ones which shall be voted upon later by a ballot, a quorum shall consist of any number of Executive Committee members present at the meeting. Only under exceptional circumstances shall a meeting be called when school is not in session.
- f. The Subcommittee shall report to the Executive Committee annually, or upon request, the matters upon which its advice was requested or given. Such reports shall be in general terms unless, by a majority vote of the Executive Committee, the Subcommittee is requested to report on specific matters in detail.
- g. In accordance with Faculty Policies and Procedures 7.17 (https://policy.wisc.edu/library/UW-807#Pol807_7_17), there shall be periodic post-tenure reviews (PTR) of tenured faculty. Reviews shall occur at least once every five years, unless, with approval of the provost, the review is delayed because the faculty member is on leave, or for other unusual circumstances.
- h. Executive Committee responsibility for providing the annual written evaluation of every probationary faculty member, beginning with the second year of the initial appointment, shall be carried out by the Executive Committee members of the respective department, with copies of the evaluation sent to the Dean. Additional Executive Committee members may be enlisted by the Dean for this purpose when there are fewer than three Executive Committee members in the department of a probationary faculty member.

- i. The Executive Committee shall, via the Subcommittee, provide for the periodic review of the performance of every faculty member. Such reviews shall normally be conducted on an annual basis. Periodic review of salaries for possible adjustments also occurs through processes such as University-required equity reviews and post-tenure five year reviews (also see Section 12).

6. **Committee of Full Professors**

Promotions and appointments to full professor rank are recommended to the School of Business Committee of Full Professors by the full professors in the originating department. For initial appointments made after May 16, 1994, promotions and appointments to full professor rank require an affirmative vote from at least two-thirds of those voting and a majority of those eligible to vote. Initial appointments made before May 16, 1994 require a majority of those voting. In accordance with Robert's Rules of Order abstentions will not be counted as votes.

7. **School Executive Committee: Subcommittee**

- a. The Subcommittee of the Executive Committee shall consist of seven members with one from each department.

The Subcommittee shall be elected by secret ballot of the entire school voting faculty. Eligible candidates are all school full professors excluding Dean, Associate Dean(s), and Assistant Dean(s), with the election to be held in the Spring. The Subcommittee's term is the following August 15 until August 14 of the next year.

Each member of the school voting faculty shall have up to four votes to cast for members of the Subcommittee. Not more than one of these votes shall be cast for eligible members within any one department. Ties shall be broken by a runoff election in which the entire school voting faculty is eligible to vote.

Members of the Subcommittee can serve no more than three consecutive one-year terms. They are eligible to be elected to additional terms after a two-year hiatus. A full professor who has been on the Subcommittee for nine or more years has the option to remove him or herself from future election ballots for the Subcommittee.

- b. The Subcommittee shall elect its own chair.
- c. The procedures and responsibilities of the Subcommittee are set forth in Section 5 above and in School of Business Governance Document 102.

8. **Departmental Areas: Definition, Functions, and Responsibilities**

- a. **Definition:** Departmental areas are internally recognized administrative units reflecting shared areas of interest (in the University's organizational structure, the whole School of Business is considered a single department). These School of Business units are commonly and hereinafter referred to as departments. Departments are:
 - Accounting and Information Systems
 - Finance, Investment and Banking
 - Management and Human Resources
 - Marketing
 - Operations and Information Management
 - Real Estate and Urban Land Economics
 - Risk and Insurance
- b. **Membership:** Each faculty member must be a primary member of a department. Typically, this would be the department into which the member is hired, and where there is a major teaching assignment and research interest. Department membership requires the consent of the tenured faculty in that department. A faculty member may also have secondary membership in another School department or departments by consent of the

tenured faculty of the department(s) concerned, with the secondary department establishing the scope and involvement of such membership. The department in which a faculty member has a primary affiliation shall be responsible for administrative matters concerning his/her employment.

- c. Restructuring: Departments may be added, disbanded or restructured upon a formal petition by three or more faculty members recommending the change. The petition, which shall describe, in detail, how the change will affect the programs of the School and departmental affiliations, shall be submitted to the Academic Planning Council which, after deliberation and discussion, shall recommend a course of action to the School faculty. When a departmental membership falls below three primary members, an automatic petition to dissolve shall be assumed and the above mentioned process shall commence.

- d. Functions

- i. Departments within the School of Business are designed to provide an internal administrative structure in which responsibility and authority are defined.
- ii. Departments shall provide channels of communication between the Dean and the faculty, individually and collectively.
- iii. Departments shall be responsible for the organization and implementation of their instruction, research, and public service.

- e. Responsibilities

- i. Course Responsibility: Course scheduling and staffing shall be a departmental responsibility, including cases where a program using those courses is associated with a center. It is recognized that departments and centers may have interests in courses offered by other departments. Such interests shall be taken into account through coordination between department chairs, or between centers' Academic Policy Committees and department chairs, with conflicts resolved through the Dean's office if necessary (also see Document 101, Section 15d).

For business courses not permanently assigned to a department, the responsibility for course development, scheduling, and staffing rests with the Chairs Committee (see Document 103, Section 3b).

- ii. Staffing: Each department, through its chair, shall be responsible for the determination of staff needs (including teaching assistants). The needs and recommendations of the individual departments will be reconciled by the Dean, with input from the Academic Planning Council. Departments shall initiate requests for new staff and shall manage the recruitment process.
- iii. Curriculum Development: Periodic review and revision of the curriculum shall be a responsibility of the departments for programs and courses under their purview, but this does not remove the ultimate responsibility from the School faculty.

For a program linked to multiple departments, curriculum development responsibility rests with the appropriate program-level oversight committee. For programs associated with a center, the appropriate committee is the center's Academic Policy Committee. For programs not associated with a center, the appropriate oversight typically rests with the department's faculty.

- iv. Facilities: Recommendations for classrooms and office space needed each teaching term shall originate within the department, with any conflicts resolved within the Dean's office.
- v. Balancing Workloads: The department chair is responsible for balancing workloads for departmental faculty. Department chairs develop workload assignments using the "WSB Teaching Workload Framework", maintained in the Dean's Office.

- vi. Leaves, Public Service, and Non-teaching Activities: Departments have the responsibility of planning, coordinating, and scheduling time requested for leaves, public service, and non-teaching activities within the department, in a manner consistent with teaching responsibilities of the department.
- vii. Ph.D. Admission Recommendations: Admissions to the Ph.D. program shall be decided by departments consistent with requirements adopted by the School faculty.
- viii. Salary Recommendations: Salary recommendations shall be made by the Dean for the entire School. For purposes of annual salary reviews, each department chair shall forward departmental evaluations to the Subcommittee and the Dean. Presentations by the department chair may be made in person, if desired. The format of the evaluations shall be established jointly by the Dean's Office and the Subcommittee. The process for determining the departmental evaluations is the responsibility of the departmental executive committee. For faculty members whose primary assignment involves administrative duties, the Dean may make the salary evaluations.
- ix. Promotion Recommendations: In those promotion cases for which there are fewer than three faculty with primary assignments in the department responsible for recommendation with a rank higher than the present rank of a candidate, or equal rank in case of appointment of a full professor, the Dean, in close consultation with the department, will appoint additional faculty members to the departmental review committee.
- x. Guidance and Annual Evaluation for Probationary Faculty: Primary responsibility for the guidance of a probationary faculty member shall be assigned by the Department to one or more members of the departmental executive committee. It is desirable that the executive committee member(s) assigned remain the same throughout the probationary appointment unless the probationary faculty member requests a change. In some circumstances it may be desirable to formally include tenured faculty from outside the department whose expertise is closer to that of the probationary faculty member.
 - i. Responsibility for developing annual evaluations for probationary faculty shall be assigned to the respective departmental executive committee to act as the oversight committee (also see 5h above). In the case of joint appointments, annual evaluations shall be coordinated between the participating departmental executive committees. At least once each year, one or more members of the oversight committee shall discuss School and divisional committee expectations with the probationary faculty member, and his/her progress toward tenure. At least once per academic year, a peer evaluation of teaching shall be conducted for each probationary faculty member, which may be considered as a part of their annual evaluation and will be a part of their eventual tenure dossier, as required by the Divisional Committee.

The oversight committee shall have primary responsibility, in consultation with the probationary faculty member, for the collection of supporting material and preparation of necessary documentation prior to the Subcommittee evaluation and the School Executive Committee review.

- xi. Assistantships, Fellowships, and Scholarships: Departments shall have a voice concerning recommendations for assistantships, fellowships and scholarships for students whose major or specialization is the responsibility of the departments.
- xii. Affiliated Appointments: A department recommending an affiliation appointment (see 101.5(a) and UW FPP 5.13) to the Executive Committee must demonstrate the value of such an appointment to that department and to the School.

9. Departmental Chair: Selection and Duties

- a. All members of a department with tenure-track professorial rank, and others who are entitled to vote (see Sec. 1.b. and Sec. 4.a.iv) shall, by secret ballot at the end of each term of office, no later than May, or as necessitated by a vacancy, express their preference for a chair from among the tenure-track faculty holding a professorial rank and those entitled to vote under Section 4.a.iv. The Dean may meet with the department faculty and those eligible to vote in advance of the election to discuss their expectations for the person serving as chair. A member of the departmental faculty with professorial rank who is on leave of absence is eligible to participate in this balloting, but not by proxy. The election shall be conducted under the direction of a member of the Subcommittee who tabulates the ballots and transmits the result to the Dean who then appoints the department chair. Voting breakdown between tenure-track faculty and academic staff will be reported to the Dean, subject to protection of anonymity of those casting ballots. The Chair of the Subcommittee is to inform the School Executive Committee should the appointment not conform to the departmental vote.
- b. The term of office of a department chair shall be three years (or three and a half years if the initial appointment begins mid-year). A department chair shall be ineligible to serve more than two consecutive terms unless the department approves additional terms by at least a two-thirds majority vote of the eligible voting members of the department. If the elected chair is to be on leave or will not otherwise be available for a semester or longer, there shall be an interim election to fill the vacancy. The elected chair may designate a deputy for the summer session or to accommodate a short-term absence.
- c. The Chair of a Department shall have the following duties:
 - i. The Chair shall serve as the official channel of communications between the department and the Dean and, where appropriate, other University officials or departments.
 - ii. The Chair shall call meetings of the department faculty and preside over the meetings. He/she shall call a meeting at the request of any two members of the department or at his/her own initiative.
 - iii. The Chair shall have charge of all official correspondence of the department, and responsibility for all departmental announcements in official School and University publications and electronic media.
 - iv. The Chair shall report to the Dean regarding the activities and needs of the department.
 - v. The Chair shall submit new course proposals of the department to the appropriate curriculum committee for faculty review.
 - vi. The Chair shall take action on behalf of the department, in case of emergency, pending a meeting of the department faculty.
 - vii. The Chair shall maintain and distribute minutes of departmental faculty meetings.
 - viii. In general, the Chair shall act as the executive of the department.

10. Procedures for Action on Probationary Appointments

- a. Review

A probationary appointment may be reviewed at any time, and typically annually, by the faculty member's Departmental Executive Committee. Each probationary appointment shall be reviewed by the faculty member's Departmental Executive Committee long enough in advance of its expiration to meet time limits for notification of non-retention and to allow necessary administrative action. In recommending the renewal of a faculty member in a probationary appointment, the Departmental Executive Committee should evaluate whether progress is being made by the faculty member towards meeting the criteria and standards used in granting tenure. Recommendation for renewal should be forwarded to the Dean. For more details, see Governance Document 104.

b. Procedures for Action

All probationary faculty members whose appointments are to be acted upon shall be given preliminary notification of that fact in writing by the Dean's Office. The notice shall invite the faculty member to submit relevant material for consideration. The preliminary notice should normally be provided early in the semester that precedes the semester in which the action will be taken; exact dates for the meetings of the (internal) Departmental Executive Committee (or a faculty member's ad-hoc committee), the Subcommittee, and the School Executive Committee need not be specified in the preliminary notice.

- i. As soon as the date is set for the meeting of the School Executive Committee at which action on a probationary faculty member's appointment is to be considered, the probationary faculty member shall be notified. The notice shall inform the faculty member of his/her right to require that any such meeting be open. Under no circumstances shall this notification be given less than twenty (20) days before the meeting, except with the agreement of the probationary faculty member.
- ii. At the meetings specified in (i) above, other persons may be invited by the Executive Committee to participate. This shall be a closed meeting, unless an open meeting is requested by the individual under consideration. In an open meeting, the individual under consideration may attend, but does not have the right to participate in the debate at this meeting unless specifically permitted by School Executive Committee rule.
- iii. The School Executive Committee shall deliberate and vote on the case. As described in Section 5b, cases receiving an affirmative vote from at least two-thirds of those voting and a majority of those eligible to vote shall be forwarded to the Divisional Committee. For cases not receiving an affirmative vote by the Executive Committee, the faculty member concerned shall be notified in writing by the Dean's Office of the decision of the School Executive Committee within five (5) days. The notification must further state that the faculty member will be given, upon request, the specific reason(s) for the decision in writing and the opportunity for a reconsideration of the decision.
- iv. The faculty member concerned may, within fifteen (15) days of the receipt of the written notice of the decision, request a written statement from the Dean, approved by the School Executive Committee, indicating reasons for the decision. The Dean must provide this statement within thirty (30) days of the request. The faculty member shall be advised that this statement constitutes a confidential personnel document.

c. Reconsideration of a Nonrenewal Decision

If the faculty member concerned so requests within twenty (20) days of receiving a statement of reasons, a reconsideration by the School Executive Committee shall be provided. The meeting shall be held within twenty days after the faculty member requests reconsideration.

- i. The faculty member concerned shall have an opportunity to attend the reconsideration meeting, accompanied, if he/she wishes, by a representative of his/her choice, to respond to the statement of reasons, and to present any written or oral evidence or arguments relevant to the decision.
- ii. Reconsideration is not a hearing, nor an appeal, and shall be non-adversarial in nature.
- iii. Within twenty (20) days following the reconsideration, the Dean shall convey the decision of the School Executive Committee to the faculty member in writing.

- d. Request to the Divisional Committee To Reconsider Its Recommendation On Tenure
The School of Business process for requesting the Social Studies Divisional Committee to reconsider its recommendation to deny tenure is as follows:
 - i. The originating department or ad-hoc committee will provide the School of Business Subcommittee of the Executive Committee a record that will include:
 - 1. The candidate's promotion materials,
 - 2. A summary of the Divisional Committee report outlining reasons for rejection, and
 - 3. The departmental or ad-hoc committee's reason(s) for appeal.
 - ii. The Subcommittee will, in a timely fashion, review the record (as defined in (i.)), and pass its recommendation regarding appeal to the School of Business Executive Committee.
 - iii. The School of Business Executive Committee, following suitable notice and time to review the record (as defined in (i.)), will conduct a written ballot of the form used to make the initial tenure recommendation.

- e. **Setting of the Tenure Clock for New Probationary Faculty**
The determination of maximum probationary periods at UW-Madison for new probationary faculty must be approved by the Dean. The consideration of requests for the extension of the tenure clock for new hires, in accordance with Faculty Policies and Procedures, must only be done at the time of the hiring process such that neither the candidate nor the department can retroactively request such an extension. For details regarding setting of the tenure clock, refer to Subcommittee memorandum, dated October 2012, entitled "Tenure Clock (Maximum Probationary Period) Setting" (see Appendix).

11. **Promotion or Appointment to Professor**

Campus level Faculty Policies and Procedures (FP&P) governing promotion or appointment to professor are found at: https://policy.wisc.edu/library/UW-807#Pol807_7_16 Due process (appeals, requests for reconsideration) are governed by Campus FP&P. School of Business policies and procedures for implementing campus FP&P guidelines are as follows.

Criteria for Promotion

- a. Promotion/appointment to professor normally requires the candidate to have made substantial contributions in research since tenure that are recognized nationally and/or internationally for their quality, extent, and impact, and to have made substantial contributions in either teaching or service since tenure. In the absence of such a research record, extraordinary contributions in teaching or service since tenure are required. Performance in each of the dimensions of research, teaching, and service must be at least adequate with respect to quality, extent, and impact for promotion /appointment to professor. For candidates who already hold the rank of associate professor in the Wisconsin School of Business, as of July 1, 2017, or who received a positive tenure vote from the School Executive Committee during academic year 2016-17, the standard that was in effect prior to July 1, 2017 applies, namely: "Promotion/appointment to professor normally requires the candidate to have made substantial research contributions since promotion to associate professor that are nationally recognized for their extent, impact, and quality. In the absence of such a research record, extraordinary contributions in teaching or service since promotion to associate professor are required. Performance in each of the dimensions of research, teaching, and service must be at least adequate with respect to extent, impact, and quality for promotion/appointment to professor." This provision expires on June 1, 2027.

- b. Because those promoted to the rank of professor are eligible and expected to serve in leadership roles in the School and University, candidates for the rank of professor must conduct their activities in the areas of research, teaching, and service conscientiously and with the highest standards of professional and ethical conduct. Candidates must be up-to-date on all required School and campus trainings (e.g. Sexual Harassment, Cyber Security,

and others yet to be implemented), and candidates must not be under sanction for violation of campus policy and procedures. In instances when a candidate is under investigation for violating campus policies and procedures, the promotion case might be paused until those allegations are resolved.

Process

- a. The Professors of the School of Business Executive Committee (the Committee of Full Professors or CFP) have the responsibility for making recommendations to the Dean regarding promotion/appointment to the rank of professor.
- b. Following FP&P, beginning no later than the third year following promotion or appointment as associate professor, the candidate's departmental CFP shall provide feedback on the candidate's progress toward promotion to professor, as part of the annual review process. This process is analogous to annual reviews provided to probationary faculty through which the Departmental Executive Committee evaluates whether progress is being made towards meeting the criteria and standards used in granting tenure.
- c. Associate professors must be considered for their readiness for promotion to professor no later than the occasion of their first post-tenure review. This is performed in the fifth year following the academic year in which they received tenure under FP&P section [7.17](#). Consideration does not require development of a complete dossier (including solicitation of outside letters). Rather the departmental CFP develops and communicates its own assessment of the record, based on information in the annual report and the professional development statement, then communicates the prospects for gaining the support of the School CFP for promotion. If promotion is not sought or granted at that time, the associate professor and department chair may mutually agree upon a timeline for reconsideration, not to exceed five years between reviews; if such an agreement is not made, the default reconsideration schedule will be once every year. An associate professor may direct the departmental CFP to consider them for promotion any time after their initial fifth-year post tenure review.
- d. The candidate's departmental CFP shall initiate the promotion/appointment process with a recommendation to the school CFP. The Subcommittee shall provide input and a recommendation to the CFP for this decision. Supporting documentation should address the standards of promotion set out under Criteria above.
- e. The candidate shall provide the departmental CFP with materials, such as a current curriculum vitae, annual activity reports, publications, and other scholarship; summary of teaching and student evaluations; and evidence of service – to the WSB, UW-Madison, and to the profession more broadly – in the areas of outreach, governance, and administrative work. The dossier presented will conform to that used for evaluation of assistant professors for promotion and tenure, following Divisional Committee guidelines (including solicitation of outside arms-length letters). The materials submitted will focus on contributions since promotion (e.g., only teaching evaluations and coauthor letters for papers published since promotion). Voting procedures will follow those for appointment and promotion to tenured positions (see WSB Gov Doc 101.5.b).

12. Review of Tenured Faculty

- a. The School of Business will conduct periodic reviews of all tenured faculty in accordance with University Policy as specified in Faculty Policies and Procedures 7.17 (https://policy.wisc.edu/library/UW-807#Pol807_7_17). To promote efficiency, these reviews will be combined with reviews for endowed professorships/chairs or other scheduled reviews.
- b. Reviews shall occur at least once every five years, subject to the exceptions noted in section 101.5(g).

- i. The start of the five-year review window is set by one of three review-triggering events: tenure at the University of Wisconsin-Madison, promotion to full-professor rank at the University of Wisconsin-Madison, or completion of a five-year review period.
 - ii. The period under review begins on the first day of the academic year after the most recent triggering event and covers the subsequent five years.
 - iii. The review only will include accomplishments that have not been considered in prior review-triggering events (tenure, promotion to full, or five-year review).
 - c. The Subcommittee shall appoint a PTR committee of three or more individuals, of which three must be tenured faculty. This committee would typically include a faculty member from both the Subcommittee and the individual's department.
 - i. When the periodic review is conducted in combination with a review for an endowed professorship or chair, the Subcommittee shall appoint a post-tenure review committee consistent with the provisions of that professorship or chair. If the provisions of the chair or professorship require that non-tenured individuals serve on the review committee, those individuals could be appointed as additional committee members.
 - ii. As specified in Faculty Policies and Procedures 7.17, "no individual shall serve as a reviewer if the faculty member under review formally objects to his or her service in that capacity." This restriction will have to be considered in scheduling reviews and may preclude any combined review, as discussed above.
 - d. Criteria for Review
 - i. Five-year Post-tenure Reviews. The review will be based on the faculty member's performance in the areas of research, teaching, and service. Appropriate recognition will be given to the faculty member's responsibilities, the department and the School's mission, and annual reviews in assessing performance on these three dimensions. The details of the structure of this process are captured in a set of documents (Faculty Excellence Matrix, Five-year Review Guidelines for PTR Committees, and Post-tenure Review Timeline). These are maintained by the Dean's Office, in consultation with the Subcommittee.
 - ii. Endowed Chairs and Professorships. Holders of endowed chairs or professorships will be reviewed at least once every five years. These reviews will be combined with other required five-year reviews unless (a) the conditions of the chair/professorship specify a composition of its review committee that is inconsistent with the committee composition required for the five-year review, or (b) the holder of the chair/professorship objects to one or more members of the chair/professorship review committee as members of the five-year post-tenure review committee. When such an objection occurs, two separate review committees may be required. The holder of the chair/professorship is expected to continue to perform at a level commensurate with the expectations for research, teaching, and/or service that were held when the chair/professorship was awarded, unless other review criteria are specified for the chair/professorship. It will be the duty of the holder, in preparing materials for the chair/professorship review committee, to demonstrate that these standards continue to be met. Chair/professorship review committees will ordinarily be composed of professors who have sufficient knowledge of the field of expertise of the chair/professorship holder and are familiar with the conditions of the chair/professorship agreement. When a chair/professorship review coincides with a five-year review, the five-

year portion of the review will be based on the criteria for such reviews. The chair/professorship portion of the review will be based on the criteria specified above or in the documentation establishing the chair/professorship.

- e. The faculty member being reviewed may prepare a written response to the written summary of his/her review, as specified in Faculty Policies and Procedures 7.17, Section C. 3. This response would constitute an appeal to the School of Business Subcommittee for a reassessment of the process and/or content of his/her review. In such cases, members of the Subcommittee who were involved in the original review will not participate in the Subcommittee's deliberations, although they may provide information regarding their role in the initial review process. Results of the Subcommittee's assessment will be forwarded to the Dean.
- f. The Dean's office shall maintain a schedule for when tenured faculty are to be reviewed.

13. Chairs Committee

- a. Composition: The Chairs Committee shall consist of the Chairs of the academic departments of the School. Ex-officio members shall be the Dean, the Associate Deans, and the Chair of the Subcommittee. The Dean, or his/her designee, shall serve as Chair of the Committee.
- b. Responsibilities and procedures of the Chairs Committee are set forth in School of Business Document 103.

14. Academic Planning Council

- a. The Dean shall consult with the Academic Planning Council on school and budgetary planning. The council shall advise the dean on such matters and present departmental, school, or college views and opinions on issues including program review and future development or contraction of academic programs within the school or college. The dean shall consult with the academic planning council, and the academic planning council shall advise the dean in developing strategic plans and long-range planning for the school or college. In addition, the council may consider any other factors relevant to the capacity of the school or college to fulfill its mission.
- b. Composition (Membership)
 - i. The Dean shall be the Chair of the Academic Planning Council, but serve as an ex-officio member. Other ex-officio members include the Senior Associate Dean and other Associate Deans.
 - ii. The Council shall consist of School faculty and members of the academic staff who do not hold "limited" appointments within the school.
 - iii. At least two-thirds of the membership shall be School faculty who hold no substantial administrative appointment beyond department or center level.
 - iv. In addition to the Dean, the Academic Planning Council shall consist of ten (10) elected members.
 - 1. Of the ten (10) elected members, seven (7) shall be the members of the Subcommittee, two (2) shall be Associate or Assistant Professors and one (1) shall be a member of the School of Business academic staff who does not hold a "limited" appointment. All School academic staff are eligible other than those on limited appointments.
 - 2. The Associate/Assistant Professors shall be drawn from the following departmental groupings: Accounting and Information Systems; Finance, Investment and Banking; Management and Human Resources; Marketing; Operations and Information Management; Real Estate & Urban Land Economics; and Risk and Insurance. However, the two members may not be affiliated with the same group.
 - 3. Elections will be held in the spring of each year. The Academic Planning Council's term is the following August 15 until August 14 of the next year.

4. Academic staff of the School of Business, who do not hold "limited" appointments, shall elect via secret ballot one (1) member to the Academic Planning Council.
 5. The school voting faculty shall select by secret ballot two members of the APC from a ballot of all Assistant and Associate Professors. Each voting faculty shall have up to two votes to cast for these members of the APC. Not more than one of these votes shall be cast for eligible members within any one departmental grouping. No cumulative voting is permitted. Ties shall be broken by a runoff election in which the entire school voting faculty is eligible to vote.
 6. Members of the APC can serve no more than three consecutive one-year terms. They are eligible to be elected to additional terms after a two-year hiatus.
 - v. The Council, if it wishes, renders advice in written form.
 - vi. The Council shall appoint a secretary and the Chair shall make a written report to the faculty within two weeks after each meeting.
- c. Business: The business of the council includes review of academic programs and departments; review of plans to assess student learning; issues related to creation, contraction, or reorganization of academic programs and centers within the college; strategic planning and questions affecting the broadly conceived mission of the School; consultation regarding university matters upon which the dean is asked to comment on behalf of the college; and other questions as they arise.
- d. Procedures
- i. The Academic Planning Council shall meet at least three times per semester to advise the Dean on such matters as program review, staffing, and future development or contraction of academic programs within the School of Business.
 - ii. The Academic Planning Council shall advise the Dean on program decisions likely to result in denial of a promotion to tenure or nonrenewal of a probationary faculty appointment. In advising the Dean, the Council shall give appropriate weight to:
 - a. the anticipated responsibilities of the department and of the School for teaching, research, and public service of high quality;
 - b. existing and potential budgetary commitments in relation to present and anticipated resources of the School;
 - c. the effect of the proposed program decision, in comparison with other available alternatives, in strengthening the capacity of the School to carry out its mission;
 - d. the goals of University affirmative action programs.
 - iii. The Academic Planning Council shall afford affected departments and individuals an opportunity to present their position in these discussions.
 - iv. In addition, the Council may consider any other factors relevant to the capacity of the School to fulfill its mission.

15. Centers

- a. Definition: Centers are discussed in the University document titled "Policy Guidelines: Establishing, Renaming, Reorganizing, or Discontinuing Centers, Institutes, and Center-like Units," (<http://apir.wisc.edu/centers.htm>). The centers in the School of Business are classified into those whose activities are predominantly within the area of (a) academic degree or certificate programs, or (b) other activities, including outreach. This classification is based on each Center's strategic plan, and is a joint decision between the Center's Faculty Director and the Dean's Office. A Center whose primary activities are linked to an academic degree program shall be affiliated with one or more academic departments important to its mission. Such Centers are referred to as "Program Centers" in this document.

Centers Supporting Academic Degree Programs and Certificate Programs (Program Centers)

- Bolz Center for Arts Administration
- Erdman Center for Operations and Technology Management
- Grainger Center for Supply Chain Management
- Marketing Leadership Institute
- Weinert Center for Entrepreneurship
- Nicholas Center for Corporate Finance and Investment Banking
- Hawk Center for Investment Analysis
- Center for Real Estate (James A. Graaskamp Center for Real Estate)
- Strategic Human Resources Management Center

Centers NOT Supporting Academic Degree Programs

- Arthur Andersen Center for Financial Reporting and Control
- Robert Beyer Center for Managerial Accounting and Control
- Small Business Development Center (SBDC)
- Family Business Center
- Center for Advanced Study in Business (CASB)
- Puelicher Center for Banking Education
- Center for International Business Education and Research (CIBER)

Note: Paragraphs (b), (c), (e) and (f) below apply to **all** Centers while paragraph (d) applies only to Program Centers.

- Strategic Plan: Each Center is to be guided by a strategic plan that outlines its mission, vision, objectives, and goals. This plan must be approved by the Dean and, in case of Program Centers, the Academic Policy Committee (see below).
- Director: Each Center is to be headed by a Director (or similar title) appointed by the Dean. In case of Program Centers, the Director must be a tenured faculty member in a department with which the Center is affiliated.
- Academic Policy Committee (Program Centers): Each Program Center shall have an Academic Policy Committee (or a committee with a similar name) consisting of at least three individuals. This committee shall be the governing body of the Center, deciding upon budgets, policies, and procedures. The Committee shall be jointly appointed by the Director and the Chair of a department with which the Center is affiliated. The Committee shall be headed by the Director and be composed of tenure-track faculty – of which the majority should come from the departments in the School of Business to which the Center is linked, and include the Chairs of those departments. The Committee may propose a program curriculum and shall communicate related course scheduling and staffing needs to those units to which course responsibility has been assigned. Departments have authority over all course scheduling and staffing, regardless of funding source (see Governance Document 101, Departmental Areas, Functions, and Responsibilities, Section 8e), except for business courses not permanently assigned to departments. In those cases, the authority rests with the Chairs Committee (see Governance Document 103, Chairs Committee, Section 3b).
- External Advisory Board: Each Center must have an External Advisory Board (or similar title). This Board shall advise the Center's Director and, in case of Program Centers, the Academic Policy Committee, on issues relating to Center activities and strategies. The Advisory Board shall be composed of professionals and/or academics who are visible

leaders in the Center's area of focus. The External Advisory Board shall play an advisory role, not a policy-making role, in the Center's activities.

- f. Reporting and Evaluation (see <http://apir.wisc.edu/centers.htm>, section IV): Each Center Director shall, no later than November 15, prepare a brief annual report covering the following items: Mission and purpose; Center activities and trend data; evaluation of Center activities in view of the mission/purpose; an evaluation of challenges and opportunities; and proposed changes. Copies of this report, augmented by financial information which includes revenues and expenses (cash flows) for the past academic year and year-end financial asset position, shall be submitted to the Dean and, in case of Program Centers, to the Center's Academic Policy Committee. Each Center will undergo a formal review every five years by a committee appointed by the Dean.