

MERCER UNIVERSITY

**EUGENE W. STETSON SCHOOL OF BUSINESS
AND ECONOMICS**

FACULTY HANDBOOK

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EUGENE W. STETSON SCHOOL OF BUSINESS AND ECONOMICS

MISSION

The Stetson School of Business and Economics (SSBE) delivers career-focused business education to develop innovative leaders and responsible global citizens. Graduates of the Stetson School of Business and Economics serve as respected leaders and professionals in their industries and communities.

I. BYLAWS OF THE FACULTY OF THE EUGENE W. STETSON SCHOOL OF BUSINESS AND ECONOMICS

1.01 Name

The name of the organization addressed in this document is the faculty of the Eugene Stetson School of Business and Economics (SSBE) of Mercer University. The SSBE consists of a single faculty that is located on multiple campuses.

1.02 The SSBE Faculty

The SSBE faculty consists of the President, the Dean, the Associate and Assistant Deans, full-time tenure track faculty members, full-time non-tenure track faculty members, full-time visiting faculty members, and part-time faculty members. All of the previously named persons may attend faculty meetings and participate in discussions, but only the Dean, the Associate and Assistant Deans, and full-time tenure track and full-time non-tenure track faculty members may vote. Eligible faculty may vote to permit persons who are not faculty members to attend faculty meetings and participate in discussions, but cannot permit such persons to vote.

1.03 Authority and Responsibilities of the SSBE Faculty

1.03.1 Authority

The faculty of the SSBE is authorized to:

1. Consider any matter concerning the effectiveness and quality of the educational program or the professional welfare of the faculty and make recommendations to the President, the administrative officers of the University, or faculties of other schools or colleges within Mercer University.
2. Adopt bylaws and rules for its own organization and governance, and establish such procedures as necessary to fulfill its mission within the University.
3. Adopt regulations concerning curriculum, conferring of degrees, admission or exclusion of students and standards of academic performance.

4. Consider any matter touching the operation of the SSBE and make recommendations to the President, the administrative officers of the University or the faculties of other colleges or schools within the University.

1.03.2 Responsibilities

Responsibilities of the faculty of the SSBE are:

1. To organize and conduct educational programs and courses of instruction in accordance with the policies of the Board of Trustees.
2. To admit candidates for degrees in accordance with the policies of the Board of Trustees.
3. To determine academic policies that effectively carry out the mission of the University within the policies of the Board of Trustees.
4. To evaluate student academic progress and to recommend candidates for degrees.
5. To assist in organizing and conducting programs and services for the support of student development.
6. To review the effectiveness of programs of instructional support and to make recommendations to the President or appropriate administrative officer for the improvement of these programs.
7. To contribute to the advancement of knowledge through open inquiry.
8. To make recommendations to the President concerning revision of the scope of educational programs and of the educational policies of the Board of Trustees.

1.04 The Administrative Organization

1.04.1 Officers

A Dean shall be the presiding officer of the SSBE faculty. The Dean shall name Associate Deans for Macon and Atlanta to assist with administrative matters.

1.04.2 Standing Committees of the Faculty

1. The faculty of the SSBE shall have the following four standing committees: Students; Faculty; Curriculum and Assurance of Learning; and Promotion and Tenure.
2. Each committee shall consist of at least four members (including a chairperson) as elected by the SSBE faculty. There must be at least one member of each committee from

each campus. Additional members may be added when there are non-routine tasks facing a committee. Members of the committees shall be elected at the last faculty meeting of the spring semester; the Dean or the Executive Committee may recommend a slate of candidates for faculty vote. The chairperson of each committee shall have a vote. Only full-time faculty members (i.e., tenure track, non-tenure track, and visiting faculty) are eligible for committee membership. Full-time visiting faculty may not serve as committee chairs or as members of the Promotion and Tenure Committee, and no more than twenty-five (25) percent of any committee may be composed of full-time visiting faculty.

3. Meetings shall be called as required by the chairperson.

4. The responsibilities of the committees are for developing and administering processes to ensure the SSBE's effectiveness in defining and fulfilling its mission and to provide for continuous improvement. The responsibilities of the committees include the following resources and processes, as well as the assessment of those resources and processes in accomplishing the School's mission and in achieving quality and continuous improvement.

a. Students: determining and implementing processes to address student selection, student retention, student support and student educational responsibility practices and services.

b. Faculty: determining and implementing processes for acquisition, development, and support of faculty, practices for review, promotion and reward of faculty, recommendations for size, composition and deployment of faculty resources, and standards for faculty qualifications regarding instructional quality and intellectual contributions.

c. Curriculum and Assurance of Learning: determining and implementing processes to develop, monitor, evaluate and revise the substance and delivery of the curricula of the degree programs and to assess the impact of the curricula on learning; and evaluating instructional effectiveness and overall student achievement.

d. Promotion and Tenure: reviewing applications and making recommendations regarding promotion and tenure. This committee shall consist of three members from the Atlanta campus and three members from the Macon campus, and whatever alternates may be necessary to be consistent with the requirements below. (One member from each campus shall be elected as an alternate and will not consider matters involving applicants from the other campus.) For applications of tenure, there must be a sufficient number of tenured faculty members to vote on that application, i.e., three from the applicant's campus and two from the other campus. For applications for promotion of a tenure track faculty member, there must be a sufficient number of tenure track faculty members at that rank or above to vote. For applications for promotion of a non-tenure track faculty member, there must be a sufficient number of tenure track or non-tenure track faculty members at that rank or higher to vote.

1.04.3 Executive Committee

The Dean chairs the Executive Committee. The members of the committee are the Dean, Associate Deans, Assistant Deans, and elected full-time faculty. The purpose of this committee is defining the mission statement, aiding in the development of educational objectives for degree programs, setting priorities for intellectual and service activities, identifying student populations to be served, actions to be taken to achieve continuous improvement and financial strategies to provide appropriate resources, and performing the overall strategic assessment of the SSBE based on other committees' assessments.

1.04.4 Representatives to the University House of Delegates

1.04.4.1 Election of Members

At the last faculty meeting of the spring semester, the faculty shall elect representatives as specified in the House of Delegates (HOD) bylaws. At least one representative must be selected from each SSBE campus.

1.04.4.2 Eligibility for Election

An individual must be a full-time faculty member of the SSBE to be eligible for election as a representative to the HOD. Faculty members serving as Dean, Associate Dean, or in any another full-time University-level administrative position are ineligible for election.

1.04.5 Faculty Meetings

1. The faculty shall meet at least once each fall and spring semester. The Dean may schedule additional meetings as necessary. Meetings should be announced prior to the beginning of the semester in which a meeting is scheduled. Each meeting may be held at the separate campuses, but teleconferencing may be used to promote attendance. The Dean shall ensure that records are kept of all meetings. These records are open for inspection by faculty members and are submitted to the Office of the Provost.
2. A quorum shall consist of a simple majority of all faculty members eligible to vote. Only faculty members present at the meetings may vote.
3. Voting shall be done by secret ballot if so requested by any voting member of the faculty.
4. For all matters for which a vote is necessary, a simple majority of the voting faculty present is required to pass.

1.05 Amendment or Repeal of Bylaws

Motions to change or repeal these bylaws shall be presented by the proponent in writing to all members of the faculty not less than one month prior to a scheduled faculty meeting. The change or repeal shall be approved with a two-thirds majority of the voting faculty present.

II. SSBE FACULTY PERSONNEL POLICIES AND PROCEDURES

2.01 Faculty Appointments

2.01.1 The Nature of Faculty Appointments

1. All vacancies or new positions will be filled following procedures outlined in the Faculty Operating Guidelines.
2. Appointments to the faculty may be full-time tenure track, full-time non-tenure track, full-time visiting, or part-time. Academic ranks for faculty are Lecturer, Assistant Professor, Associate Professor, and Full Professor.

2.01.2 Criteria for Academic Rank at Time of Appointment

1. Holders of the relevant Ph.D. or other terminal degrees may be appointed to full-time tenure track positions as Assistant Professors, Associate Professors, or Full Professors, depending upon (1) their rank at their institution prior to appointment to the Mercer faculty, (2) teaching experience, and (3) publication record. All tenure track ranks bring an expectation of future publication in publicly available, peer reviewed journals or their equivalent as described in the Faculty Operating Guidelines. At the time of appointment, the Dean may grant a newly appointed faculty member up to three years of tenure-relevant experience.
2. Holders of the relevant Ph.D. or other terminal degrees with a minimum of two years of full-time significant work experience may be appointed, depending upon their work experience, as either (a) full-time non-tenure track Lecturers, Assistant Professors, Associate Professors, or Full Professors; (b) full-time visiting Lecturers, Assistant Professors, Associate Professors, or Full Professors; or (c) part-time Lecturers, Assistant Professors, Associate Professors, or Full Professors.
3. Individuals without the relevant Ph.D. or other terminal degree with a minimum of two years of full-time significant work experience may be appointed as either (a) full-time non-tenure track Lecturers, Assistant Professors, Associate Professors, or Full Professors; (b) full-time visiting faculty Lecturers, Assistant Professors, Associate Professors, or Full Professors; or (c) part-time faculty Lecturers, Assistant Professors, Associate Professors, and Full Professors.

2.02 Performance Evaluations

2.02.1 Procedures for Faculty Performance Evaluations

Regularly scheduled performance evaluations are essential to creating a climate that is conducive to professional growth and development of faculty and to assuring equity in salary increases, assignments, and promotion/tenure decisions. The evaluation process is described in the Faculty Operating Guidelines.

2.02.2 Procedures for Performance Evaluations for the Dean/Associate Deans

Regularly scheduled performance evaluations of the Dean and Associate Deans by the faculty are an essential component of teamwork and promote an atmosphere of respect and transparency. The evaluation process is described in the Faculty Operating Guidelines.

2.03 Tenure

2.03.1 Criteria

1. To be considered for tenure, a faculty member must hold a full-time tenure track appointment at the rank of Assistant Professor, Associate Professor, or Full Professor.
2. Only full-time service by an individual holding a tenure track appointment at the rank of Assistant Professor, Associate Professor, or Full Professor may be counted for tenure eligibility. Time served as a full-time visiting faculty member, full-time non-tenure track faculty member, or part-time faculty member does not count toward tenure. However, contributions to the SSBE or some other institution made while serving as a full-time visiting faculty member, full-time non-tenure track faculty member, or part-time faculty member may be included in an applicant's portfolio submitted to the Promotion and Tenure Committee.
3. If a faculty member has been employed as a full-time tenure track faculty member by the SSBE for three years or more, that faculty member may choose to use the tenure guidelines in the SSBE bylaws in existence at the date of his or her initial employment by the SSBE.
4. Faculty members must apply for tenure during the fall semester of their sixth year of full-time service at the SSBE. For faculty hired with tenure-relevant experience, application may be made during the fall semester of their cumulative sixth year of experience (i.e., at the SSBE plus other tenure-relevant experience) but no sooner than the fall semester of their third year of tenure-relevant experience in the SSBE. Faculty members not granted tenure by the conclusion of their sixth year of service will be offered either a terminal contract or a non-tenure track contract at the discretion of the Dean. A faculty member who applies for and is denied tenure cannot apply again for tenure.
5. Faculty members must submit a mid-point tenure progress report for review by the Promotion and Tenure Committee no later than two years before they are eligible to apply for tenure at the SSBE. A faculty member may also opt to undergo a pre-tenure review process the year prior to the year in which the faculty member will be seeking tenure. A faculty member who brings more than two years of tenure-relevant experience from another institution should use the pre-tenure review process the year prior to seeking tenure in lieu of the mid-point review.

6. Faculty members are encouraged to submit documentation that explains and supports their applications for tenure. The following criteria for tenure describe only the essential and minimal requirements for preparing a tenure application. Providing evidence in support of these requirements does not guarantee an award of tenure. The credentials of a faculty member applying for tenure will be evaluated using the following criteria:

a. Educational Qualifications - The applicant must possess appropriate initial and sustained faculty qualifications and sufficiency as defined in the Faculty Operation Guidelines.

b. Quality of Teaching - Quality will be assessed through the use of such instruments as formal student evaluations, comments from those who have observed the applicant's teaching, evaluations of course syllabi, and any other relevant course materials. Other considerations may include the capacity to respond to a variety of teaching environments, courses taught, and student abilities in those courses; development of new teaching materials and innovative teaching techniques; and other activities designed to improve teaching effectiveness, e.g., participation in workshops and seminars. Quantitative considerations will include the number and variety of courses taught; number of students taught; and development of courses and curricula. Student support activities include supervision of student research projects outside of normal class requirements and other learning activities.

c. Service to Students, the SSBE, the University, and the Community - The applicant must present documentation of student-related activities, such as advisement, club participation, and independent studies. The applicant must present documentation of service through participation in University and School committees. The applicant may submit letters from committee chairs or other documentation detailing the applicant's participation in University or SSBE committees. The Committee may request that peers and supervisors of administrative staff (e.g. program directors and deans) submit evaluations of the applicant. The applicant may present documentation of activity to support professional organizations and the community. Service relevant to tenure does not include paid work that primarily benefits an employer other than Mercer University.

d. Professional Development – The applicant must document participation in conferences, seminars, and workshops, or otherwise be able to demonstrate professional development.

e. Intellectual Contributions - The applicant must present a collection of intellectual contributions as defined in the Faculty Operating Guidelines that support the mission of the SSBE and may include any of the following: applied scholarship, basic research, and instructional development. The collection must consist of six elements of which three must be publications in an academic peer-reviewed journal or law student edited law review that is publicly available either physically or electronically. Both the quality and quantity of intellectual contributions are considered in evaluating the sufficiency of intellectual contributions for tenure. Applicants for tenure with external tenure-relevant experience at other institutions must present collections of intellectual contributions,

some portion of which are associated with the SSBE. An applicant for tenure must also provide documentation that he or she has produced intellectual contributions that have had an impact on the theory, practice, and/or teaching of business and management consistent with the expected outcomes and strategies of the school.

f. Special Considerations are extended to faculty applying for tenure with a significant amount of contractual time associated with regular administrative duties or specific additional duties in agreement with the Dean. Professional development (item 'd' above) may also include activities directly related to contractually specified administrative duties. These candidates for special consideration (including Associate Deans, Assistant Deans, and Program Directors) must also exhibit a collection of intellectual contributions indicative of continuous activity (item 'e'). Publication for these applicants is required. The collection of intellectual contributions must consist of five elements of which two must be publications in an academic peer-reviewed journal or law student edited law review that is publicly available either physically or electronically. The collection that is presented by the applicant for tenure must support the mission of the SSBE and may include any of the following: applied scholarship, basic research, and instructional development. Those applicants with external tenure-relevant experience at other institutions must present collections of intellectual contributions, some portion of which are associated with the SSBE. Applicants applying under these criteria must have served at least three pre-tenure years in a qualifying administrative position.

g. Engagement- The applicant for tenure must exemplify professional engagement and be an active participant in the SSBE's related meetings, workshops, and other expected functions exhibiting commitment to the School and to the faculty.

2.03.2 Application Procedures

1. Faculty members apply for promotion (see paragraph 2.04 below) and tenure by submitting an application letter and supporting materials as described in the bylaws to the Dean using the calendar of promotion, tenure, leave of absence, and sabbatical supplied annually by the Office of the Provost. The letter should address each of the criteria specified and demonstrate that the applicant has clearly satisfied the criteria. The Dean will forward the letter and materials, including annual performance appraisals, to the Promotion and Tenure Committee for review and recommendation to the Dean.
2. The Promotion and Tenure Committee will evaluate the application, vote, and make a written recommendation to the Dean. If additional information is required regarding a candidate's application, the committee will request it from the applicant. If the Committee vote regarding recommendation for or against tenure is not unanimous, the Committee must submit written opinions from both the majority and minority positions on the committee, with each explaining its reasons for granting or denying tenure.
3. In making his/her recommendation, the Dean must consider the applicant's letter and supporting materials, the recommendation of the Promotion and Tenure Committee, the

recommendation of the appropriate Associate Dean, and any other source of information deemed appropriate by the Dean in consultation with the applicant.

2.04 Academic Rank Promotions and Special Designations

Promotion is not only a reward for past service but also reflects a faculty member's willingness to assume greater responsibilities and make greater contributions in the future to the SSBE and to the University. To this end, a candidate for promotion to any rank must provide a statement of his or her future plans for the future as part of his or her application package.

2.04.1 Promotion from Lecturer to Assistant Professor

1. Lecturers seeking promotion to the rank of Assistant Professor will be evaluated on each the following criteria. In addition to providing required evidence of each of the following criteria in his or her application, promotion from Lecturer to Assistant Professor requires a specific recommendation by the Promotion and Tenure Committee and a determination by the Dean of the applicant's exemplary performance in at least one of the following three criteria categories: (1) Quality of Teaching; (2) Service to Students, the SSBE, the University, and the Community; and (3) Intellectual Contributions.

a. Educational Qualifications - The applicant must possess appropriate initial and sustained faculty qualifications and sufficiency as defined in the applicable Faculty Operating Guidelines.

b. Quality of Teaching - Quality will be assessed through the use of such instruments as formal student evaluations, comments from those who have observed the applicant's teaching, evaluations of course syllabi and any other relevant course materials. Other considerations may include the capacity to respond to a variety of teaching environments, courses taught, and student abilities in those courses; development of new teaching materials and innovative teaching techniques; and other activities designed to improve teaching effectiveness, e.g., participation in workshops and seminars. Quantitative considerations will include the number and variety of courses taught, number of students taught, and development of courses and curricula. Student support activities include supervision of student research projects outside of normal class requirements and other learning activities.

c. Service to Students, the SSBE, the University and the Community - The applicant must present documentation of student-related activities, such as advisement, club participation, or independent studies. The applicant must present documentation of service through participation in University and School committees and University and School administration. The applicant may submit letters from committee chairs or other documentation detailing the applicant's participation in University or SSBE committees or administration. The Committee may request that peers and supervisors of administrative staff (e.g., program directors and deans) submit evaluations of the

applicant. The applicant may present documentation of activity to support professional organizations and the community. Service relevant to promotion does not include paid work that primarily benefits an employer other than Mercer University.

d. Professional Development – The applicant must document participation in conferences, seminars, and workshops, or otherwise be able to demonstrate continuing professional development.

e. Intellectual Contributions - The applicant must present documentation of any intellectual contributions as defined in the Faculty Operating Guidelines created at the SSBE or at any other institution. An applicant for promotion must provide documentation that any intellectual contributions he or she has produced have had an impact on the theory, practice, and/or teaching of business and management consistent with the expected outcomes and strategies of the school.

f. Engagement - The applicant must exemplify professional engagement and be an active participant in SSBE related meetings, workshops, and other expected functions exhibiting commitment to the School and to the faculty.

2.04.2 Promotion from Assistant Professor to Associate Professor

1. Assistant Professors seeking promotion to the rank of Associate Professor must have served a minimum of four years in the rank of Assistant Professor. Applicants with relevant time-in-rank experience may apply in the fall semester of the cumulative fourth year (SSBE experience plus other relevant time-in-rank experience) with no less than two years of service to the SSBE. Early applications are not permitted unless a prearranged date is specified in the applicant's initial appointment contract.

2. If a faculty member has been employed as an Assistant Professor for three or more years, he/she can choose to use the promotion bylaws in existence at the date of his or her employment as an Assistant Professor.

3. Applicants for promotion from Assistant Professor to Associate Professor will be evaluated on each of the following criteria. In addition to providing required evidence of each of the following criteria in his or her application, promotion from Assistant Professor to Associate Professor requires a recommendation by the Promotion and Tenure Committee and a determination by the Dean of exemplary performance in at least two of the following three criteria categories: (1) Quality of Teaching; (2) Service to Students, the SSBE, the University, and the Community; and (3) Intellectual Contributions.

a. Educational Qualifications – The applicant must possess appropriate initial and sustained faculty qualifications and sufficiency as defined in the applicable Faculty Operating Guidelines.

b. Quality of Teaching - Quality will be assessed through the use of such instruments as formal student evaluations, comments from those who have observed the applicant's teaching, evaluations of course syllabi and any other relevant course materials. Other considerations may include the capacity to respond to a variety of teaching environments, courses taught, and student abilities in those courses; development of new teaching materials and innovative teaching techniques; and other activities designed to improve teaching effectiveness, e.g., participation in workshops and seminars. Quantitative considerations will include the number and variety of courses taught, number of students taught, and development of courses and curricula. Student support activities include supervision of student research projects outside of normal class requirements and other learning activities.

c. Service to Students, the SSBE, the University, and the Community - The applicant must present documentation of student-related activities, such as advisement, club participation, or independent studies. The applicant must present documentation of service through participation in University and School committees and University or School administration. The applicant may submit letters from committee chairs or other documentation detailing the applicant's participation in University or SSBE committees or administration. The Committee may request that peers and supervisors of administrative staff (e.g., program directors and deans) submit evaluations of the applicant. The applicant may present documentation of activity to support professional organizations and the community. Service relevant to promotion does not include paid work that primarily benefits an employer other than Mercer University.

d. Professional Development – The applicant must document participation in conferences, seminars, and workshops, or otherwise be able to demonstrate continuing professional development.

e. Intellectual Contributions - The applicant must present documentation of any intellectual contributions as defined in the Faculty Operating Guidelines created at the SSBE or at any other institution. An applicant for promotion must provide documentation that any intellectual contributions he or she has produced have had an impact on the theory, practice, and/or teaching of business and management consistent with the expected outcomes and strategies of the school.

f. Engagement - The applicant must exemplify professional engagement and be an active participant in SSBE related meetings, workshops, and other expected functions exhibiting commitment to the School and to the faculty.

2.04.3 Promotion from Associate Professor to Full Professor

1. Associate Professors seeking promotion to the rank of Full Professor must have served a minimum of six years in the rank of Associate Professor. Applicants with relevant time-in-rank experience may apply in the fall semester of the cumulative sixth year (SSBE experience plus other relevant time-in-rank experience) with no less than four years of service to the SSBE. Appointment to the rank of Full Professor carries a

responsibility to serve in senior leadership positions within SSBE and the committee structure of the University. Early applications are not permitted unless a prearranged date is specified in the applicant's initial appointment contract.

2. If a faculty member has been employed as an Associate Professor for three or more years, he/she can choose to use the promotion bylaws in existence at the date of their employment as an Associate Professor.

3. Applicants for promotion from Associate Professor to Full Professor will be evaluated on each of the following criteria. In addition to providing required evidence of each of the following criteria in his or her application, promotion from Associate Professor to Full Professor requires a recommendation by the Promotion and Tenure Committee and a determination by the Dean of an overall level of performance that is demonstrably higher than that required for promotion from Assistant Professor to Associate Professor. Specifically, the Dean must find that the applicant's evidence clearly demonstrates outstanding performance at the expected level for a Full Professor in at least two of the following three criteria categories: (1) Quality of Teaching; (2) Service to Students, the SSBE, the University, and the Community; and (3) Intellectual Contributions.

a. Educational Qualifications - The applicant must possess appropriate initial and sustained faculty qualifications and sufficiency as defined in the applicable Faculty Operating Guidelines.

b. Quality of Teaching - Quality will be assessed through the use of such instruments as formal student evaluations, comments from those who have observed the applicant's teaching, evaluations of course syllabi and any other relevant course materials. Other considerations may include the capacity to respond to a variety of teaching environments, courses taught, and student abilities in those courses; development of new teaching materials and innovative teaching techniques; and other activities designed to improve teaching effectiveness, e.g., participation in workshops and seminars. Quantitative considerations will include the number and variety of courses taught, number of students taught, and development of courses and curricula. Student support activities include supervision of student research projects outside of normal class requirements and other learning activities.

c. Service to Students, the SSBE, the University, and the Community - The applicant must present documentation of student-related activities, such as advisement, club participation, or independent studies. The applicant must present documentation of service through participation in University and School committees and University or School administration. The applicant may submit letters from committee chairs or other documentation detailing the applicant's participation in University or SSBE committees or administration. The applicant should document the leadership role taken in these positions. The Committee may request that peers and supervisors of administrative staff (e.g., program directors and deans) submit evaluations of the applicant. The applicant may present documentation of activity to support professional organizations and the

community. Service relevant to promotion does not include paid work that primarily benefits an employer other than Mercer University.

d. Professional Development – The applicant must document participation in conferences, seminars, and workshops, or otherwise be able to demonstrate continuing professional development.

e. Intellectual Contributions - The applicant must present documentation of any intellectual contributions as defined in the Faculty Operating Guidelines created at the SSBE or at any other institution. An applicant for promotion must provide documentation that any intellectual contributions he or she has produced have had an impact on the theory, practice, and/or teaching of business and management consistent with the expected outcomes and strategies of the school.

g. Engagement - The applicant must exemplify professional engagement and be an active participant in SSBE- related meetings, workshops and other expected functions exhibiting commitment to the School and to the faculty. Candidates must also demonstrate leadership at the highest level in the SSBE, the University and the community through participation such as chairing committees and leading projects in both the University and community setting.

204.4 Application Procedures

The procedures for academic promotion are the same as those described in paragraph 2.03.2.

2.05 Allegations of Inadequate Consideration for Tenure, Promotion or Reappointment

A faculty member who applies for but is not granted tenure, promoted, or reappointed should consult with the Dean if he or she believes he or she did not receive adequate consideration. After consulting with the Dean, the member may submit additional evidence to the Dean for consideration by both the Dean and the Promotion and Tenure Committee. After reviewing the additional material, the Dean will inform the faculty member within seven working days of the outcome of the applicant's appeal. If the applicant is not satisfied by the results of the reconsideration, the applicant must follow the appeal procedures in the University Faculty Handbook.

2.06 Faculty Development

2.06.1 General Information

1. All SSBE faculty members are encouraged to pursue continuous personal or professional development through association meetings, seminars, academic research, credit courses, or other means of information communication. Development opportunities may exist within other Schools or Colleges of Mercer University, or they

may be found at other institutions of higher learning, private firms, and professional societies.

2. Personal and professional development programs are available in a variety of formats and time spans. They may range from short workshops or seminars offered during a single day to extended academic research projects which may encompass several months.

3. If funds are available, the SSBE may assist faculty members in administrative expenses, registration or tuition fees, and/or travel costs related to participating in approved development programs. The Dean of the SSBE will review all faculty requests for such assistance and will allocate available funds based on the perceived merits of each request and the usefulness of the learning experiences in strengthening the academic programs of the SSBE.

2.06.2 Professional Meetings, Seminars, and Related Activities

1. The SSBE encourages regular faculty participation in activities or programs that afford opportunities for renewal, updating, or maintaining certification within one's discipline or major field of study. Meetings or seminars which provide networking opportunities with fellow colleagues will also be considered for SSBE support.

2. First priority for expense funds for faculty will be given to individuals who present papers, speeches, or like activities at regional, national, or international conferences or forums. Last priority will be given to individuals only interested in attending a program.

2.06.3 Sabbatical Leave

1. A significant aspect of faculty development is the opportunity to complete a major research project or to perform some type of independent study. These programs are intended to support research or learning experiences above and beyond the ordinary reading and study expected of conscientious professional educators.

2. Application for sabbatical leave must be submitted to the Dean of the SSBE. The application should clearly state the purpose of the leave, the duration of the leave, how the proposed research will be of current and future value to the applicant and the SSBE, and any expense funds or salary continuation request.

2.07 Faculty Appeals Procedures

Faculty wishing to appeal a decision made by the administrators of the SSBE should discuss the concern with the initial decision maker, i.e., the appropriate Associate Dean or Dean. If the discussion is with an Associate Dean and does not result in a satisfactory solution, the faculty member should discuss the concern with the Dean. The Dean should then consult with the Associate Dean and render a decision within two working days. If the Dean was the decision maker, the faculty should discuss the matter with the Dean,

and if a resolution is not reached, must follow further appeals and procedures in the University Faculty Handbook.

III. CONSULTING/CONFLICT OF INTEREST/OVERLOAD TEACHING POLICY FOR THE EUGENE W. STETSON SCHOOL OF BUSINESS AND ECONOMICS

The Stetson School of Business and Economics recognizes that consulting is a proper and common feature of academic employment, a valuable adjunct to teaching, and an important service that academic specialists can render to the public at large. It is further recognized that the outside contacts obtained through consultation by members of the faculty and staff are aids in their professional advancement. Faculty and staff have a great deal of freedom within which to schedule their normal University obligations, creative thought and other professional and scholarly initiatives, including external consulting. In turn, any outside professional activity undertaken by full-time personnel must be conducted with the understanding that their first obligation and overriding commitment is to Mercer University. This obligation and commitment imply the acceptance of all the responsibilities inherent in such positions. This obligation also implies that outside professional activities should include some contribution to Mercer University. Specifically, external consulting activities should:

1. provide the individual employee with experience and knowledge valuable to teaching, professional development, and research; and/or
2. involve suitable research through which the individual may make a worthy contribution to knowledge; and/or
3. constitute a public service that is appropriate to representatives of Mercer University.

Faculty members contemplating involving themselves in consulting and/or research work for the U.S. Government should review the University policy document on this topic.

External consulting activities are pursued in accordance with the following guidelines:

1. Consulting activities should in no way preclude fully satisfactory performance of all responsibilities of employment, such as teaching, advising (with reasonable office hours), professional development, research, committee work, service to the School, University, and community, etc.
2. Faculty members who wish to arrange long-term paid outside activities should consult in advance with the Dean or appropriate Associate Dean on the feasibility of involvement in these activities.
3. On average, no more than the equivalent of one day per week should be devoted to external consulting in an academic year.
4. Consulting activities must be undertaken in a manner to avoid conflict of interests among the consultant, Mercer University, and any outside organization.

5. At the end of each academic year, consulting activities will be summarized and reported to the individual's Associate Dean.
6. Any consulting activity engaged in by faculty will be at no cost of any facet of the University.
7. In addition to time devoted to consulting, the amount of overload teaching, whether at Mercer or other institutions, must be limited so as not to impinge upon the performance of a faculty member or administrator. Such extra teaching should be cleared with the Dean or appropriate Associate Dean in advance. Due account will be taken of how much is being done in a given term and over a year's time.

No faculty member or administrator shall undertake or maintain a consulting or employment relationship or acquire or retain a significant financial interest in an enterprise that does business with Mercer University, when any such relationship or financial interest would present an actual or apparent conflict of interest with the professional's customarily accepted obligations as a teacher, scholar, or administrator.

School faculty may identify themselves as members of the School by any appropriate means, including the use of School stationery in furthering any academic, literary or other professional function. In publicly advocating a position on any matter, the School professional shall not imply School or University endorsement of that position, absent the prior written approval of the Dean of the School or President of the University.