

**COVER SHEET FOR PROPOSED CHANGES TO DEPARTMENT/COLLEGE
PERSONNEL PROCEDURES
SECTION 600 (RETENTION, TENURE, AND PROMOTION)**

Nazarian College

COLLEGE

DEPARTMENT

In order to facilitate a complete and expeditious review by the Personnel Planning and Review Committee (PP&R) of the changes you propose to your personnel procedures, please adhere to the format described below, and also fill out the Background Information. Attach this memo as a coversheet for the written material you submit to PP&R. The Department and College Committees are responsible for ensuring that the proposed procedures are consistent with Section 600 or Section 700, and with the Collective Bargaining Agreement.

FORMAT: *A complete Word version of your existing procedures is required as the starting point for the proposed revisions. Any proposed changes to your existing procedures must be indicated using the Track Changes feature of Word. The personnel procedures and a cover sheet are required to be submitted even if there are no proposed changes.*

BACKGROUND INFORMATION:

- CHECK ONE:** Check the level the proposed personnel procedures are for: College level Department level
- Date that current proposed changes were sent forward Fall 2020
- For Department Personnel Procedures:**
 - Indicate the date the department faculty voted to approve the proposed changes: _____
 - Indicate the date the CPC voted to approve the proposed changes: _____
- For College Personnel Procedures:**
 - Indicate the date the college faculty voted to approve the proposed changes: Fall 2020
- (Optional) Briefly state the rationale for your proposed changes:** 5-year review of personnel procedures

Please email the following to Faculty Affairs email at faculty.affairs@csun.edu:

- WORD DOCUMENT WITH TRACKED CHANGES showing revisions to the personnel procedures**
- Signed cover sheet in PDF format.**

FOR DEPARTMENT PERSONNEL PROCEDURES: (Sign & Print Name)

Chair, Department Personnel Committee _____ Date

Department Chair _____ Date

FOR DEPARTMENT PERSONNEL PROCEDURES OR COLLEGE PERSONNEL PROCEDURES: (Sign & Print Name)

David Ackerman David Ackerman 09-Jun-2021

Chair, College Personnel Committee _____ Date

[Signature] Chandra Subramaniam 09-Jun-2021

College Dean _____ Date

Mary-Patricia Stein Mary-Patricia Stein 06/14/2021

Chair, Personnel Planning and Review Committee _____ Date

(for PP&R use only)	Fall 2021	*Lecturer Procedures have been given a year extension to be reviewed in Fall 2021.	_____
	<u>Spring 2021</u>		Fall 2024 (for changes in criteria)
	Approval Date	Effective Date (see attached)	Date of Next Review

VI. COLLEGE PERSONNEL POLICIES

A. Introduction

1. This section of the handbook describes the rules used by the David Nazarian College of Business and Economics governing hiring of new faculty, retention of probationary faculty, promotion of faculty, tenure, and ongoing standards for all faculty.
2. The relationship between the College Personnel Policies and other sets of rules is laid out below.
 - a. All procedures in recruiting faculty and in recommending their retention, tenure, and promotion are governed by the provisions of Section 600 (California State University, Northridge Administrative Manual), and the Agreement Between the Board of Trustees of the CSU and the California Faculty Association: Unit 3 - Faculty (the Collective Bargaining Agreement).

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

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

B. General Policies

1. Objectives

- a. Teaching is our primary mission: therefore, the capacity for teaching excellence shall be of primary importance in hiring and recommendations for retention, tenure, and promotion.
- b. Continuing scholarship is essential to excellence in teaching; therefore, faculty are expected to continue to contribute to their field of study throughout their career.

2. Hiring New Faculty Members

- a. Section 600 and the Collective Bargaining Agreement govern all recruitment and selection procedures.
- b. The College will hire candidates for probationary positions who meet the Scholarly Academic qualification as defined in Section VII.C of this Handbook and who are expected to qualify for tenure by the end of their probationary period.
- c. Requests for advanced rank for new probationary hires will include recommendations from the following: Department Personnel Committee, Department Chair, College Personnel Committee, and College Dean.
- d. A Department Committee screens applicants for probationary positions in the Department before submitting the recommendations to the Dean.
- e. In making recommendations, the Department will consider the following factors:
 - 1) How the candidate's qualifications support the mission of the College and the University;
 - 2) Specific needs of the College's degree programs and majors;
- f. Recruitment processes shall be consistent with the policies of the Office of Equity and Diversity. Specific guidelines can be found in Guide for Recruiting Faculty and Procedures for the Recruitment and Appointment of Faculty, issued by the Office of Faculty Affairs.

3. Retention, Tenure, and Promotion

- a. General Concerns
 - 1) All retention and tenure recommendation procedures are governed by Section 600 and the Collective

Bargaining Agreement.

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

- 2) The requirement of a doctorate degree is met when the Dean of the David Nazarian College of Business and Economics receives notice from the Registrar at the awarding institution of the completion of all the requirements for the degree and of the date on which the degree will be awarded.
- 3) A probationary faculty member must submit his or her Professional Information File to the Dean's office every year (except the first). Candidates for promotion must submit their Professional Information Files to the Dean's office in order to be considered. (Both Departmental and College level agencies have access to the file in the Dean's office at appropriate times.) Failure to submit a Professional Information File shall constitute a voluntary withdrawal from promotion consideration (see Section 600), but a probationary faculty member may not withdraw from consideration for retention or tenure (see Section 600).

b. Retention of Probationary Faculty

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

c. Tenure and/or Promotion

Tenure or promotion requires a basis for expecting continuing high quality performance by the individual in teaching effectiveness, contributions to the field of study, and contributions to the University and community. The review period for each of these three factors is (a) since the initial appointment and beyond the dissertation for tenure and for promotion to Associate Professor, and (b) since promotion to or appointment as Associate Professor, for promotion to Professor.

Tenure or promotion requires a demonstration of teaching effectiveness throughout the review period. In totality, the

individual's evidence of teaching effectiveness must be of such quality as to indicate a strong commitment to students' learning.

Tenure or promotion requires a demonstration of substantial service to the University throughout the review period. Opportunities for service are available at department, college, and university levels but this does not imply that service must be at all three levels. In totality, the service activities of the individual must be of such scope as to indicate a high degree of dedication, initiative, and commitment to the Department, College, University, and/or community.

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

d. Accelerated Promotion

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

Associate professors shall not normally be promoted prior to their fifth year in that rank (including service credit). However, promotion to Full professor may be recommended earlier if the faculty member has significantly exceeded all the criteria contained in Section 600 for advancement to the next rank and demonstrated accomplishments in each of the areas of research, teaching, service to the university and community, and collegiality.

For both types of early promotion, the operationalization of this requirement ("significantly exceeding") is one of the responsibility of each department.

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

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

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

To gain promotion, faculty must demonstrate a record of service that is extensive in nature and impact and persistent in duration.

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

4. Ongoing Standards for Faculty Members

a. Expected Performance in Teaching

All faculty teaching classes (including those participating in the Faculty Early Retirement Program) are expected to be current in their instructional field, effective in the creation and delivery of instruction that achieves course objectives, and accessible to students consistent with College and Department standards. In addition, all faculty are expected to use feedback from College assessments to improve their teaching. In accordance with the Section 600 (CSUN Administrative Manual), teaching effectiveness shall be evaluated based on procedures established by the Department and College, including classroom visitations and student evaluations.

b. Expected Performance in Field of Study

All faculty (including those on FERP or reduced-time bases) are expected to be Scholarly Academics, as defined in Section VII.

c. Expected Performance in Contributions to the University and Community

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

C. Other Policies

1. Student Evaluation of Teaching

Students evaluate the performance of the faculty teaching. The evaluation of teaching performance is confidential and is processed in accordance with Section C2 below. Faculty receive summaries of student evaluations of their teaching.

a. Scheduling

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

b. Processing

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

One copy to the faculty member, one copy to the Department Chair, and one copy to the faculty member's Personnel Action File, and, for graduate level

courses, one copy to the Graduate Director (who shares with the Department Chairs the responsibility for staffing graduate courses in this College)..

- 2) The Department Chair's copy of the evaluation summaries shall be available to the Department Personnel Committee for those faculty who are subject to personnel action.
- 3) The teaching evaluation summaries shall be retained for a minimum of five years. The original surveys forms for the student evaluation of faculty shall be retained for one year from the date of administration of the questionnaires.
- 4) Each faculty member shall be notified when the copies of the computer-produced summaries and free-form responses are available.

VII. FACULTY RESPONSIBILITIES AND DUTIES

A. GENERAL POLICIES

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

B. ADDITIONAL COLLEGE POLICIES

1. Classroom Autonomy

The faculty member as instructor has complete authority in the classroom:

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

2. Class Meetings

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

3. Curriculum

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

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

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

4. Exams and Term Papers

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

5. Final Examinations

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

6. Office Hours

- a. Faculty members must schedule three office hours distributed over at least two separate time periods and shall also be available for consultation by appointment.
- b. Faculty are to strive to schedule office hours at times which are most convenient for the majority of students enrolled in their classes.
- c. Office hour listings for all faculty members must carry the notation-- "And by Appointment".

C. FACULTY QUALIFICATIONS

1. Objectives

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

The College expects all faculty to maintain Scholarly Academic qualification throughout their careers. Qualification requires a combination of original academic preparation plus maintenance of currency in an individual faculty member's area of teaching.

2. Academic Qualification

The faculty, individually and collectively, must sustain intellectual capital in their fields of teaching, demonstrating currency and relevancy of intellectual capital to support the Nazarian College mission, expected outcomes, and strategies including teaching, scholarship, and other mission components. The faculty will demonstrate adherence to this standard through the four classifications of faculty qualification and engagement and their definition given below. Guidelines for maintaining faculty qualifications follow.

		Sustained Qualifying Activities	
		Research/Publication	Applied/Practice
Initial Qualification: Terminal Degree or Professional Experience	Substantial Professional Experience + Master's or higher	Scholarly Practitioner (SP)	Instructional Practitioner (IP)
	Doctoral Degree	Scholarly Academic (SA)	Practice Academic (PA)

Scholarly Academics (SA) sustain currency and relevance through sustained engagement in research/scholarship and related activities. SA status is granted to faculty members who earned their doctorate within the last five years prior to the review date. SA status is also granted to faculty members with MS in Taxation, MBT, or LLM (and teaching exclusively in taxation) for five years following the awarding of the degree.

Practice Academics (PA) sustain currency and relevance through professional engagement and relevant professional activities. Normally, PA status applies to faculty members who augment their initial preparation as academic scholars with engagement activities that involve substantive linkages to practice or other forms of professional engagement.

Scholarly Practitioners (SP) sustain currency and relevance through continued professional engagement and scholarship related to their professional background and experience. Normally, SP status applies to practitioner faculty members who augment their experience with substantive scholarly activities in their fields of teaching.

Instructional Practitioners (IP) sustain currency and relevance through continued professional engagement related to their professional backgrounds and experience. Normally, IP status is granted to newly hired faculty members who join the faculty with a master's degree and significant and substantive professional experience.

Faculty who have not sustained currency and relevance related to their teaching disciplines through the requisite scholarly or professional activity will be classified as Other.

3. Intellectual Contributions

Intellectual contributions (IC) of the faculty are divided into three categories: (1) Basic or Discovery Scholarship, (2) Applied or Integration/Application Scholarship, and (3) Teaching and Learning Scholarship. These categories are defined as follows:

- Basic or Discovery Scholarship generates and communicates new knowledge and understanding and/or development of new methods. Intellectual contributions in this category are normally intended to impact the theory, knowledge, and/or practice of business, economics and management.

- Applied or Integration/Application Scholarship synthesizes new understandings or interpretations of knowledge or technology; develops new technologies, processes, tools, or uses; and/or refines, develops, or advances new methods based on existing knowledge. Intellectual contributions in this category are normally intended to impact the practice of business, economics, and management.

- Teaching and Learning Scholarship develops and advances new understandings, insights, and teaching content and methods that impact learning behavior. Intellectual contributions in this category are normally intended to impact the teaching of business, economics, and management.

Consistent with the Mission and Vision of the College, and its graduate and undergraduate programs, the College seeks to maintain the following aggregate portfolio percentages among the three categories of intellectual contributions:

- Teaching and Learning Scholarship: 10-25%
- Applied or Integration/Application Scholarship: 45-55%
- Basic or Discovery Scholarship: 35-45%

The criterion at the College level is that the balance of contributions among the three categories must reflect the College's mission; however, the College's total portfolio of contributions cannot be predominantly in the area of teaching and learning scholarship. The College's desire for a more balanced overall portfolio will not affect the judgment of any one faculty member's individual portfolio.

4. Faculty Responsibility

Faculty members have the responsibility, using the above definitions, to exercise their best judgment in classifying and reporting their respective intellectual contributions. Each faculty member will update his or her information relating to qualification and intellectual contributions annually. The department chairs and the associate dean shall review faculty IC classifications and, when necessary, consult with faculty members to revise reported classifications in order to ensure consistency across departments and faculty.

5. Criteria for Maintenance of Qualification

It is important for faculty to have appropriate initial preparation, either academic or professional, at the time of hire and to remain engaged in scholarship and/or practice throughout their career at the David Nazarian College of Business and Economics. A point system for intellectual and professional contributions to maintain qualification as SA, PA, SP, and IP is given below. Faculty members demonstrate maintenance of their qualification by engaging in activities that earn points for meeting the minimum requirement for each category. Scholarly Academic (SA). To maintain SA status, faculty members are expected to develop a portfolio of intellectual contributions that demonstrate currency in their field and support the mission of the Nazarian College. As evidence of maintaining SA status, faculty members must earn a minimum of 8 points over a five-year period. Points may be earned for intellectual/professional contributions as described in

VII.C.6 below for Categories A, B, C, D and E. At least 6 points in any five-year period must be earned in Category A or B.

Practice Academic (PA). To maintain PA status, faculty members are expected to be engaged in professional activities on a regular basis or make other contributions to the advancement of practice. These may include Basic or Discovery Scholarship intellectual contributions, consulting activities, service on boards of directors, etc. As evidence of maintaining PA status, faculty must earn a minimum of 6 points over a five-year period. Points may be earned for intellectual/professional contributions as described below for Categories A, B, C, D and E. At least 2 points during any five-year period must be earned from Category E.

- Faculty who have an administrative appointment that does not include research-designated release time will be granted PA status while on administrative assignment and for a grace period equal to their absence up to five years. They are expected to show progress toward renewing SA status during this grace period and to fully meet the criteria for SA status at the end of this additional period.

Scholarly Practitioner (SP). To maintain SP status, faculty members are expected to be engaged in academic pursuits on a regular basis. These may include peer-reviewed journal articles, editorship of academic journals or business publications, participation in academic societies, membership on review boards, etc. As evidence of maintaining SP status, faculty must earn a minimum of 4 points over a five-year period. Points may be earned for intellectual/professional contributions as described below for Categories A, B, C, D and E. At least 2 points during any five-year period must be earned from Category A, B, C, or D and 2 points from Category E.

Instructional Practitioner (IP). To maintain IP status, faculty members are expected to be engaged in professional activities on a regular basis or make other contributions to the advancement of practice. These may include substantial consulting activities, participation in business-related professional events, service on boards of directors, etc. As evidence of maintaining IP status, faculty must earn a minimum of 4 points over a five-year period. Points may be earned for professional contributions as described below for Category E. These criteria are summarized below.

	SA	PA	SP	IP
Points Required from Specific Categories	At least 6 points from A or B	At least 2 points from E	At least 2 points from A, B, C, or D and 2 points from E	At least 4 points from E
Minimum Total Points Required	8 points	6 points	4 points	4 points

6. Point System for Intellectual and Professional Contributions

a. Intellectual Contributions

i. Category A: 3 points each

- Articles or cases that meet the requirements of Category B and are considered impact journals by the college. A list of impact journals is available through the official Nazarian College web page. For personnel evaluations, candidates are “grandfathered” into the impact status of a journal for the 3 year period.

ii. Category B: 2 points each

- Articles or cases in peer-reviewed journals in the area of the faculty member’s primary teaching responsibility. Peer-reviewed journal publications must have an acceptance rate of not more than 40% as reported by directories of peer-reviewed journal listings and rankings. In addition, contributions must normally satisfy the following three criteria:

Mission Relevance. The contribution shall apply to one or more of the following areas: basic or discovery scholarship, applied or integration/application scholarship, and teaching and learning scholarship.

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

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

- First edition of academic textbooks in the faculty member’s discipline (see Appendix for further guidance on how to interpret or implement certain aspects of the faculty qualification policy).
- Scholarly book that involves original scholarly research (see Appendix for further guidance on how to interpret or implement certain aspects of the faculty qualification policy).
- Book chapters in scholarly books that involve original research (see Appendix for further guidance on how to interpret or implement certain aspects of the faculty qualification policy).
- Book aimed at improving business practice (see Appendix for further guidance on how to interpret or implement certain aspects of the faculty qualification policy).
- Principal Investigator(s) of an award of a significant (>\$50,000) grant, contract, or sponsored project from a foundation, for-profit or non-profit organization, or public agency. Faculty member must provide evidence of the award and of deliverables.

Category C: 2 points each

- Articles or cases in peer-reviewed journals in the area of the faculty member's primary teaching responsibility with an acceptance rate greater than 40%.
- Research reports or scholarly monographs resulting from original research that meet the peer-review criteria.
- Trade book on a topic relevant to the faculty member's discipline with field-based research.
- Principal Investigator(s) of an award of a substantial (\$10,000 - \$50,000) grant, contract, or sponsored project from a foundation, for-profit or non-profit organization, or public agency. Faculty member must provide evidence of the award and of deliverables.

iv. Category D: 1 point each

- Subsequent editions of academic textbooks.
- Article, paper, or case presented at academic conferences and published in conference proceedings.
- Case published in non-peer-reviewed publication (i.e., a textbook).
- Article in faculty member's discipline published in a non-peer-reviewed journal that otherwise meets the criteria above.
- Service as editor for a professional or academic journal. • Service on the review board of an academic journal.
- Service on the board of an academic organization.
- Publicly available consulting report or testimony to an agency of government in a faculty member's area of expertise.
- Instructional software or simulation that is widely used beyond CSUN.
- Article on business practice or other area relevant to the faculty member's discipline in newspapers with national or regional distribution or magazines/journals with a broad readership; includes an article that does not fall into Category A or B.
- Invited address, presentation, lecture or colloquium in a faculty member's area of expertise.
- Publication in non-peer-reviewed trade journal.
- Presentation at a regional, national or international academic or professional conference.

- Book review in an academic journal.
- Ad hoc reviewing for academic journals or national or international academic conferences. (1 point each; maximum 2 points).

b. Professional Contributions

1) Category E: 2 points each except where noted

- Obtaining or completing the maintenance of appropriate academic or professional certification or licensure (e.g., CPA, CMA, California bar license, technical certifications such as Oracle, SAP, CISSP).
- Relevant paid part-time consulting activities of significant level, substance, and duration (90 or more hours per semester). (1 point each; maximum 2 points)
- Management responsibility or ownership in an outside business.
- Serving in an active leadership role in a business, non-profit or community-based organization (e.g., board of directors).
- Conducting a professional executive workshop or seminar. (1 point each; maximum 2 points)
- Significant participation in a business professional organization.
- Full-time employment in a senior managerial position or paid full-time consulting activities of significant level, substance, and duration. (1 point for each year of full-time employment/consulting)
- Faculty internships at a business, non-profit or community-based organization.
- Administrative position at the university, college, or department level that drives strategic change, curriculum development, or new program development.

7. Failure to Maintain Qualification Status

Faculty members who do not meet the criteria for maintaining SA, PA, SP, or IP status will be deemed to be not qualified and will be classified as “Other.” Faculty members who are no longer qualified are expected to develop an implementation plan that will allow them to regain qualified status. The plan shall be developed in consultation with the department chair, who, along with the dean, will review progress twice per year.

8. Process for Determining and Documenting Faculty Qualification Status

Each faculty member shall establish and maintain Faculty Data Sheets in a faculty activity reporting system (Digital Measures). It is the faculty member’s responsibility to update the

profile to add activities to the system as they are accomplished. A faculty member's profile will be reviewed and evaluated by the applicable department chair as needed to determine if the faculty member meets the expectations of the Nazarian College for qualification. The decision of the Dean of the David Nazarian College of Business and Economics is final regarding faculty qualification status.

D. FACULTY SUFFICIENCY STANDARD

Standard 5 of the Accreditation Standards for Business Accreditation of The Association to Advance Collegiate Schools of Business states: "The school maintains and deploys a faculty sufficient to ensure quality outcomes across the range of degree programs it offers and to achieve other components of its mission." This is the faculty sufficiency standard. In accordance with this standard, at least 40% of the credit hours produced must be produced by faculty qualified as Scholarly Academics. Additionally, at least 60% of the credit hours produced must be produced by a combination of faculty qualified as Scholarly Academics, Practitioner Academics and Scholarly Practitioners. Finally, at least 90% of the credit hours produced must be produced by a combination of faculty qualified as Scholarly Academics, Practice Academics, Scholarly Practitioners and Instructional Practitioners. This standards means that faculty qualified as Other must represent less than 10% of the credit hours produced. This standard is summarized as follows:

$$SA \geq 40\%$$

$$SA + PA + SP \geq 60\%$$

$$SA + PA + SP + IP \geq 90\%$$