

**WCBA – GENERAL FACULTY MEETING AGENDA**  
**Friday, September 9, 2005**  
**103 Stuzin Hall – 2:00 p.m.**

1. May 13, 2005 Minutes presented for approval by the Faculty.
2. The Undergraduate Committee presents the following items for approval by the Faculty:

**Course Changes:**

**BUL 4443**

- ♦ Title: OLD – Ethics in Business  
NEW – Ethics in Global Business
- ♦ Description: OLD – Explores issues involving the role of individuals, citizens, business and government in promoting profitable but responsible commerce and socially beneficial business activity.  
NEW – Explores issues involving the role of individuals, citizens, business and government in promoting profitable but responsible commerce and socially beneficial business activity with a strong emphasis on global processes and institutions, such as international trade, the WTO, NAFTA, the IMF and the World Bank.

**ECO 4504**

- ♦ Title: OLD – Public Finance  
NEW - Public Economics
- ♦ Description: OLD – The study of the government in a market economy, the effects of government expenditures, and who pays the different taxes. Emphasis is placed on current tax and expenditure issues.  
NEW – Market failures and the role of the government in providing goods and services, like education and infrastructure, in a market economy. The role of the government in the provision of various types of social insurance like health insurance, social security and welfare. The effects of taxes on economic behavior.

3. Dean's Report
4. Other

**WCBA – GRADUATE FACULTY MEETING AGENDA**

1. May 13, 2005 Minutes presented for approval by the Faculty.
2. The Masters Committee presents the following items for approval by the Faculty:

**New Courses:**

**GEB 6112 – Social Entrepreneurship**

- ♦ Credits: 2
- ♦ Contact Hours: 2 Base hours
- ♦ Prerequisites: Non-business students
- ♦ Description: The process of starting, financing, assessing and managing succession mission based for profit and non for profit ventures.

**MAN 6693 – Cross-Cultural Negotiation**

- ♦ Credits: 2
- ♦ Contact Hours: 2 Base hours
- ♦ Prerequisites: None
- ♦ Description: Course covers all the fundamental deal making and dispute resolution negotiation concepts covered in MAN 6447 but in a multicultural environment.

**Course Changes:**

**MAN 5141 – Leadership Skills**

- ♦ Grade Option: OLD - S/U  
NEW - Graded

**MAN 5265 – Managing Groups and Teams in Organizations**

- ♦ Grade Option: OLD - S/U  
NEW - Graded

**REE 6045 – Introduction to Real Estate**

- ♦ Prerequisites: OLD – none  
NEW – Graduate Standing

**REE 6105 – Real Estate Appraisal (level change from 5105 pending from 4/05 meeting)**

- ♦ Prerequisites: OLD – none  
NEW – REE 6045 or REE 6395

**REE 6206 – Primary Mortgage Markets & Institutions**

- ♦ Prerequisites: OLD – none  
NEW – REE 6045 or Finance Masters student or FIN 5437 and  
FIN 5439 (REE 6045 is highly recommended)

**REE 6208 – Secondary Mortgage Markets and Securitization**

- ♦ Prerequisites: OLD – none  
NEW – REE 6045 or REE 6206 or Finance Masters student or  
FIN 5437 and FIN 5439

**REE 6315 - Real Estate Market & Transactions Analysis**

- ♦ Prerequisites: OLD – none  
NEW – Real Estate Masters or MBA students

**REE 6395 – Investment Property Analysis**

- ♦ Prerequisites: OLD – none  
NEW – REE 6045 or Finance Masters student or FIN 5437 and  
FIN 5439 (REE 6045 is highly recommended)

**REE 6397 – Real Estate Securities and Portfolios**

- ♦ Prerequisites: OLD – none  
NEW – REE 6045 or REE 6395 or Finance Masters student or  
FIN 5437 and FIN 5439

**REE 6705 – Geographic Information Systems and Location Analysis**

- ♦ Prerequisites: OLD – none  
NEW – Graduate Standing

**3. Informational Item for Graduate Faculty :**

The MBA Committee has approved the following:

1. Pending State approval of new course, Cross-Cultural Negotiation will be accepted for credit in their program.

**4. Change to College Promotion and Tenure Guidelines:**

The College Promotion and Tenure Committee has proposed, **for approval**, the following change to the guidelines (see attached guidelines – proposal for citations as review materials for P&T Committee marked in red).

Also included in this attachment, **for information**, are administrative updates (marked with yellow marker) that are necessary for consistency between the University and College Guidelines.

A second attachment from the P&T Committee describes details and format for the requested citations. This document will not become part of the College Guidelines but will be made available to departments and candidates each year and is provided here **for information**.

5. Dean's Report

6. Other

## WCBA – GENERAL FACULTY MEETING MINUTES

Friday, May 13, 2005

1. A motion was made to approve the April 20, 2005 General Faculty Meeting Minutes. The motion was seconded and the Minutes were approved as distributed.
2. The Undergraduate Committee presented the following items for approval by the Faculty. A motion was made for the Faculty to vote on these changes. The motion was seconded and the course changes were approved by the Faculty. *Note:* BUL 4443 was withdrawn from the agenda and will be submitted at a later date.

### Course Changes:

~~BUL 4443 - (WITHDRAWN AND WILL BE PRESENTED AT A LATER DATE)~~

◆ Description:	<del>OLD – Explores issues involving the role of individuals, citizens, business and government in promoting profitable but responsible commerce and socially beneficial business activity.</del>
	<del>NEW – Explores issues involving the role of individuals, citizens, business and government in promoting profitable but responsible commerce and socially beneficial business activity with a strong emphasis on global processes and institutions, such as international trade, the WTO, NAFTA, the IMF and the World Bank.</del>

### ECO 4622 - United States Economic Development

- ◆ Delete from University Curriculum Inventory

### ECS 4334 - Economic and Social History of Modern Russia and the Soviet Union

- ◆ Delete from University Curriculum Inventory

### MAN 4504

- ◆ Title Change: OLD – Operations Management  
NEW – Operations and Supply Chain Management

A motion was made to adjourn the General Faculty Meeting. The motion was seconded and the meeting adjourned.

## WCBA – GRADUATE FACULTY MEETING MINUTES

Friday, May 13, 2005

1. A motion was made to approve the April 20, 2005 Graduate Faculty Meeting Minutes. The motion was seconded and the Minutes were approved as distributed.
2. The Masters Committee presented the following items for approval by the Faculty. A motion was made for the Faculty to vote on these changes. The motion was seconded and the new courses and course changes were approved by the Faculty.

### New Courses:

#### FIN 6439 - Private Equity

- ◆ Credits: 2
- ◆ Contact Hours: 2 Base hours
- ◆ Prerequisites: FIN 5439 or Master of Science-Finance (MSF) students
- ◆ Description: Overview of the private equity market and the role of intermediaries. How intermediaries add value in the private equity market.

#### FIN 6524 - Investment Analytics

- ◆ Credits: 2
- ◆ Contact Hours: 2 Base hours
- ◆ Prerequisites: Master of Science-Finance (MSF) or MBA with concentration in Finance
- ◆ Description: Examines the theory and the quantitative empirical tools that are necessary for global asset allocation in an institutional setting.

#### GEB 6105 – Venture Analysis

- ◆ Credits: 2
- ◆ Contact Hours: 2 Base hours
- ◆ Prerequisites: None
- ◆ Description: To explore and critique real-world examples of how new business ventures were conceived, started and run.

**GEB 6117 – Entrepreneurial Opportunity**

- ♦ Credits: 2
- ♦ Contact Hours: 2 Base hours
- ♦ Prerequisites: Non-business students
- ♦ Description: Course is designed to provide non-business graduate students an introduction to entrepreneurship and the entrepreneurial process.

**GEB 6118 – Entrepreneurial Finance**

- ♦ Credits: 2
- ♦ Contact Hours: 2 Base hours
- ♦ Description: Investigate conventional principles of corporate finance that can be used to analyze the financing needs of new ventures.

**ISM 6259 – Business Programming**

- ♦ Credits: 2
- ♦ Contact Hours: 2 Base hours
- ♦ Prerequisites: ISM 6258
- ♦ Description: Designed as an advanced system implementation course to teach client end system design and implementation. Topics include objective oriented systems development, databases, networking, security and web application development.

**Course Changes:**

**FIN 6427 – Measuring and Managing Value**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6429 – Financial Decision Making**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6438 – Study in Valuation**

- ♦ Prereqs: OLD – None  
NEW – FIN 6427 or FIN 6465

**FIN 6465 – Financial Statement Analysis**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6518 – Investment Concepts**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6526 – Portfolio Theory**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6537 – Derivative Securities**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance students

**FIN 6547 – Interest Rate Risk Management**

- ♦ Prereqs: OLD – None  
NEW – FIN 6545

**FIN 6549 – Special Topics in Fixed Income Securities**

- ♦ Prereqs: OLD – None  
NEW – FIN 6545

**FIN 6608 – Financial Management and the Multinational Corporation**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance or MAIB-Master of Arts in Business Administration-International Business

**FIN 6638 – International Finance**

- ♦ Prereqs: OLD – FIN 5439 & Designed for MBA students  
NEW – FIN 5439 or Master of Science-Finance or MAIB-Master of Arts in Business Administration-International Business

**REE 5105 – Real Estate Appraisal**

- ♦ Level change: REE 6105
- ♦ Credit change: OLD – 3 credits  
NEW – 2 credits
- ♦ Contact hr change: OLD – 3 Base hours  
NEW – 2 Base hours

3. The following items were presented as informational. No discussion took place.

The MBA Committee has approved the following:

- Changes to the MBA Concentration in Entrepreneurship:
  - Add GEB 6105-Venture Analysis to the existing courses offered for the concentration
  - FIN 6476 and either GEB 6115 or FIN 6642 become required courses
  - Two of the three remaining courses must be taken as electives (MAR 6836, GEB 6116, GEB 6105)
- REE 6705-GIS/Location Analysis will become an elective option for the MBA Real Estate Concentration
- Upon approval as new courses, the following have been approved for MBA elective credit:
  - FIN 6524 - Investment Analytics (FIN concentration)
  - FIN 6439 - Private Equity (FIN concentration)
  - GEB 6105 - Venture Analysis
  - ISM 6259 - Business Programming (DIS concentration)

The Masters Committee has approved the following:

- Revised curriculum for MSRE program (see attachment)

A motion was made to adjourn the Graduate Faculty Meeting. The motion was seconded and the meeting adjourned.

**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>MANAGEMENT 01170200</b>
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**Current SCNS Course Identification:**  
 Discipline (SMA) 1 1 2 Prefix B U L Level 4 Course Number 4 4 3 Lab Code \_\_\_\_\_  
 Institution's Course Title: **Ethics in Business**


**PART II: REQUESTED ACTIONS**

**Terminate Current Course** ☐ Yes Date Termination Effective: \_\_\_\_\_

**NEW SCNS Course Identification: (Complete all appropriate areas)**  
 NEW Discipline (SMA) \_\_\_\_\_ Prefix \_\_\_\_\_ Level \_\_\_\_\_ Course Number \_\_\_\_\_ Lab Code \_\_\_\_\_  
 NEW Institution Course Title (if applicable): **Ethics in Global Business**

**EFFECTIVE TERM FOR CHANGES: (Mo/Yr)** Fall 2005

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)		
Change of Course Description (Course syllabus must be attached): Explores issues involving the role of individuals, citizens, business, and government promoting profitable but responsible commerce and socially beneficial business activity, with a strong emphasis on global processes and institutions, such as international trade, the WTO and NAFTA.		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Mitzi Calvert 392-0163 POB 117165</b>	(Date)	Signature, Department Chair: 	(Date) <b>4/7/05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton 392-8436 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code): \_\_\_\_\_

If not the same as recommended by institution, please explain: \_\_\_\_\_

SCNS Course Title (if new): \_\_\_\_\_

Decade Title (if new): \_\_\_\_\_

Century Title (if new): \_\_\_\_\_

Signature, Faculty Discipline Committee Representative \_\_\_\_\_ Date \_\_\_\_\_

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff _____	Date Entered _____	Correspondence Number _____
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# SYLLABUS

## BUL 4443 ETHICS IN GLOBAL BUSINESS

**Fall Semester, 2005**

**Instructor:** David Hoch

**Office:** 211F Stuzin Hall

**Telephone:** Office: 392-8138 Home: 375-7156

**E-Mail address:** david.hoch@cba.ufl.edu is my "official" e-mail, but most people write me at:

dhoch@gator.net where **you will get a faster response.**

**Office Hours:** To be discussed and arranged during our first class session.

**Department Chair:** Larry DiMatteo - 201 Stuzin Hall

**Course Classroom and Meeting Time:**

Sec. 3393: Tues. Periods 4 - 5, Matherly 115  
(10:40 - 11:30; 11:45 - 12:35)

Sec. 3394: Tues. Periods 6 - 7, Matherly 115  
(12:50 - 1:40; 1:55 - 2:45)

Sec. 4519: Thurs. Periods 4 - 5, Matherly 115  
(10:40 - 11:30; 11:45 - 12:35)

Sec. xxxx: Thurs. Periods 6 - 7, Room xxxx  
(12:50 - 1:40; 1:55 - 2:45)

**Textbook:** To allow us to read wide-ranging and topical materials, the entire course and all of your reading assignments will be on the class website, which can be found at:  
<http://bear.cba.ufl.edu/hoch/bul4443/>

See the syllabus for links to the readings in each section. Additional or alternative readings will be placed on the syllabus and you will be informed of these changes when new website readings are added.

**Attendance and Preparation:** Attendance will be taken each class. You will be allowed THREE "FREE" ABSENCES, after which (beginning with the fourth unexcused absence), one half letter grade will be deducted from your class grade for each absence. An unexcused absence requires a medical note from a doctor or a note for a sanctioned UF activity. Job interviews or having to work are NOT excused absences.

**Purpose of the Course:** As business plays an increasingly larger role in our culture, it is incumbent upon us to consider the consequences of various business behaviors, both individually and institutionally. Our culture has become seemingly inundated with the business perspective, for example, more media coverage is now devoted to box office receipts than reviews of movies. That being the case, it might behoove us to pay greater attention to the moral dimension involved in the conduct of business.

Toward that end, we shall consider matters such as the individual's responsibility to the employer, the organization, and the community, the business enterprise's responsibility to its employees, shareholders, and communities, the government's role in promoting profitable but responsible commerce, and the citizen's role in motivating business enterprises towards socially beneficial behavior. To gain a more detached analytical perspective that may prove beneficial in reconciling some of these controversies and promoting harmonious and ethical policies, we will also consider the philosophical underpinnings of applied ethics in business. In so doing, perhaps we can discover and better understand our own responsibilities and duties in promoting a prosperous but ethical economy and society.

That society has now expanded to a global dimension and one cannot realistically attempt to analyze ethics in business without considering the global scale of commerce. Therefore, a substantial and culminating section of the course will involve consideration of ethical issues in global commerce. This includes such diverse and varied matters as private contracts between companies from different countries, international trade treaties like the WTO, NAFTA, and the proposed Free Trade Area of the Americas (FTAA), international financing of developing countries seeking entry into the global marketplace, through the World Bank and International Monetary Fund (IMF), and a consideration of the ethical obligations of multinationals operating in other countries, within the context of prevailing laws, all of which will be discussed in this course.

This course will be conducted in a way that promotes the free and open discussion of ALL points of view. For a statement regarding the importance of a safe atmosphere for discussion of complex and sometimes controversial issues, please go to the **Class Notes** link in the blue column on our website and **scroll down until you reach excerpted remarks by the president of Princeton University** regarding the need for openness in the academic environment.



## **Examinations and Determination of Course Grade:**

Each exam will count for ALMOST one half of your course grade and consist of four essay questions, of which you will answer one question in FIVE OR SIX DOUBLE-SPACED PAGES. In writing your exam, you must use AT LEAST six reference citations, which may be either internet sources or more traditional ones, such as books, journals, etc. No website may count as more than one source, no matter how many times you mention it, or refer to it in your paper. The source citation format may be any style that allows me to find the source if I find it interesting and choose to look it up. These requirements will be explained in detail during the first class and when the midterm and final are assigned.

Please use standard double-spacing and twelve point type. If your exams are less than five full pages, NOT INCLUDING ANY REFERENCE PAGES, and contain less than SIX traceable reference sources (to be explained in class), there will be a substantial points deduction from the exam grade.

In writing your paper, please be succinct, brilliant, informative, organized, erudite, and relevant.

### **Exam Dates:**

Take home Midterm dates to be arranged.

Take home final due on last Tuesday of the semester in class.

### **Extra Credit:**

You may read a book related to ethics, approved by the instructor, and, depending upon the quality of the report, which should be between 3-5 double-spaced pages, no references necessary, as they will obviously all be to the book, and gain from one to five points added to your TOTAL raw score in the course.

Example: Say you have a midterm score of 88 and a final exam score of 87, which would give you a raw score of 175 out of a possible two hundred points. If you also read a book related to ethics, reported on it well, and received five points for it, that would raise your raw score to 180, for an average of ninety and a course grade of A. The report won't always raise you a grade, of course, and reports will not always receive five points, but it can gain you as much as five points on your raw score, which in some cases will make a crucial difference in the grade.

If you click on the Class Notes link and scroll down to the end of the affirmative action notes, I have listed a few books off the "top of my head" that would be good examples of extra credit reading. I shall add several more to that list during the term, but those are strictly suggestions, and you may choose any book you wish, which the instructor approves as being ethics related, and that will be fine. This is NOT an assignment, it is for extra credit. If you choose to do a book report, it will be due any time up to and including the NEXT TO LAST CLASS SESSION, allowing me time to read and grade it.

**Still further comment on grades:**

If you click on the Exams link, at the end of the midterm questions from last fall, I have posted several examples of excellent exams. And, if you go to the Archives link and scroll to the bottom, you will find a superlative answer written by a former student, that I have posted as an assigned reading.

By the way, old exams are also posted on that link, so you can get a good idea of the type questions you will be asked on the tests.

**Gifts and Favors:**

While it is a rare occasion when students wish to give the instructor a present of any kind, no gift offers will be accepted from any students. Not even a Starbucks drink, a sports button, or even a pencil. It simply isn't proper, so please refrain from acting upon generous impulses, as gifts to the instructor are inappropriate.

**The university has required that syllabuses must address the following matters as well as the above-stated materials:**

**University Honesty Policy regarding cheating and use of copyrighted material:**

Consider those policies in force. I do not know the exact particulars, but obviously, one should not in any way cheat, plagiarize, or violate copyright laws. It will be very bad for your grade, health, and karma.

**Policy related to make-up exams:**

You have at least one week, and may have as much as two to complete each exam, so there will be no make-up exams, and I will deduct one full letter grade for each day an exam paper is late.

**Statement regarding accommodations for students with disabilities:**

I will do anything within the realm of reason to assist disabled students in fulfilling examination and other requirements.

**Website Information and Assignments:**

All required reading assignments will be posted on our course website. To take advantage of the instant communication the Internet allows us in this course, where interesting ethical issues in business are continually making headlines, additional materials will be shared with you via the course website. You are expected to "keep in touch" with this site and will be responsible for the materials posted there. You should view the announcements link on the website at least once a week to see if any new assignments are posted, and additional readings will be placed in entirety on the website under one of the

readings links, although you will be apprised of them on the Announcements link. If, for some reason, you fail to download and read the assignments for a given week, feel free to contact me and I will e-mail any missed or erased assignments to you.

The course website address is: <http://bear.cba.ufl.edu/hoch/bul4443/>

## **Course Reading Assignments:**

Exact dates for discussion of each topic will not be posted, but we will cover the assignments listed below in essentially the order in which they are posted.

### **I. Introduction:**

**Discussion: Why study ethics, what is ethics; how does it apply to business and one's life?:**

What is ethics? -

<http://www.scu.edu/SCU/Centers/Ethics/practicing/decision/whatisethics.html>

Can ethics be taught? -

<http://www.scu.edu/SCU/Centers/Ethics/practicing/decision/canethicsbetaught.html>

An extremely interesting article on the subject of teaching business ethics, by famous former Harvard business ethics professor, Amitai Etzioni, in the Sunday, August 4, 2002, issue of The Washington Post:

<http://www.washingtonpost.com/ac2/wp-dyn?pagename=article&node=&contentId=A38323-2002Aug2&notFound=true>

Framework for ethical decision making -

<http://www.scu.edu/SCU/Centers/Ethics/practicing/decision/framework.html>

### **II. Philosophical Underpinnings:**

Philosophical Considerations: Hint - Browse through the following materials and get a feel for utilitarianism, deontology or duty ethics, virtue ethics, etc. Familiarize yourself with the terminology and general concepts involved, but you don't have to become a philosopher this term.

#### **Utilitarianism-**

Good 34 slide show introduction to utilitarianism by U. of San Diego philosophy professor, Lawrence Hinman:

[http://ethics.acusd.edu/presentations/Theory/Utilitarianism/index\\_files/frame.html](http://ethics.acusd.edu/presentations/Theory/Utilitarianism/index_files/frame.html)

Here is a good introductory reading on utilitarianism that goes into substantial detail, but has something for readers on all levels:

<http://www.utilitarianism.com/utilitarianism.html>

Utilitarianism: a look at some of its principles and shortcomings - (this is written from and by someone with a Christian context, but it raises utilitarian shortcomings very well):

<http://homepage.ntlworld.com/g.mccaughan/g/essays/utility.html>

For those who want to get detailed, here is a brief discussion of Rule and Act Utilitarianism:

Rule utilitarianism: <http://www.utilitarianism.com/ruleutil.htm>

Act utilitarianism: <http://www.utilitarianism.com/actutil.htm>

Also, please see **Readings 8** for excerpts from the writings of Peter Singer, renowned utilitarian philosopher from Princeton.

### **Deontology and duties:**

[http://atheism.about.com/library/FAQs/phil/blfaq\\_phileth\\_deon.htm](http://atheism.about.com/library/FAQs/phil/blfaq_phileth_deon.htm)

An introductory reading on deontology and Kant :

<http://www.molloy.edu/academic/philosophy/SOPHIA/kant/deontology.htm>

A description of ethical theories, including a comparison of deontology and utilitarianism:

<http://www.bio.davidson.edu/people/kabernd/Indep/carainbow/Theories.htm>

### **Virtue Ethics:**

Please read the Velasquez essay on virtue ethics at the **Readings 4 link** in the blue column on the left side of our website.

Further reading on virtue ethics:

<http://www.utm.edu/research/iep/v/virtue.htm>

### **Religious ethics-**

Here is an interesting discussion focused on a code of international business ethics based on religious values. It was produced by a conference of Christian, Moslem, and Jewish theologians, academics, and businessmen: **See Readings 10.**

Also, please see the **Archives link**, scroll down immediately below the excerpts from Peter Singer on utilitarianism, and you will find excerpts of Dietrich Bonhoeffer, Lutheran minister and famous theologian, who was hanged by the Nazis for being involved in a plot to assassinate Hitler. If you find Bonhoeffer interesting, here is a link to his life and writings:

<http://www.dbonhoeffer.org/>

## **Justice ethics-**

John Rawls' original position, veil of ignorance, etc.  
<http://plato.stanford.edu/entries/original-position/>

Also, see the **Readings 3 link** for further commentary on John Rawls and his theories of justice.

## **III. Corporate Social Responsibility:**

Critique of corporate culture and executive cronyism regarding corporate social responsibility. (Analysis of a liberal journalist.):  
<http://www.progressive.org/sept02/ivin0902.html>

Consideration of corporate social responsibility from the perspective of the importance of corporations in culture: The Moral Heart of Capitalism. (Analysis of a conservative philosopher.):  
<http://www.nationalreview.com/novak/novak081602.asp>

Here is an interesting article on corporate power from the September 17th, 2000 issue of Business Week magazine.

[http://www.businessweek.com/2000/00\\_37/b3698001.htm](http://www.businessweek.com/2000/00_37/b3698001.htm)

Basic discussion of social responsibility and stakeholder theory with following readings:

The discussion of corporate social responsibility (CSR) will begin with an introductory lecture on Friedman's views of corporate responsibility, followed by a critique of that and an introduction to the different aspects levels of stakeholder theory. Please read the above links on CSR, as well as the following links:

A short reading entitled Milton Friedman versus the Stakeholder Theory is on the **Readings 6 link**.

Also, see **Readings 2 link**, for an introduction to the subject of Corporate Social Responsibility.

## **IV. Ethics and Marketing:**

### **Marketing Dangerous Products:**

See: Lying and Tobacco - See the **Readings 5 link**, scroll down and you will come to this reading, it is the second article on the Readings 5 link.

Marketing Tobacco to Kids:

<http://www.essential.org/monitor/mm1998/98july-aug/smoke3-side1.html>

American Lung Association article on tobacco's deceptive advertising:  
<http://www.californialung.org/press/000830deception.html>

Alcohol marketing and youth:  
<http://camy.org/>

Pro-legalize drugs argument:  
<http://www.druglibrary.org/schaffer/Misc/roe1.htm>

Anti-legalize drugs argument:  
[http://www.city-journal.org/html/7\\_2\\_a1.html](http://www.city-journal.org/html/7_2_a1.html)

## **V. Business Ethics and the Environment:**

We will discuss the economic growth v. resource preservation conflict, as well as a consideration of anthropocentric vs. biocentric world-views, and international environmental issues.

### **Websites on important environmental controversies:**

Earthjustice Legal Defense Fund report on the problems with "cozy" relationship between government environmental (or anti-environmental) policy-makers and corporate contributors:  
<http://www.earthjustice.org/policy/admin/display.html?ID=22>

If this introduction catches your attention, by all means read the entire report at the following website:  
[http://www.earthjustice.org/policy/pdf/payback\\_report\\_final.pdf](http://www.earthjustice.org/policy/pdf/payback_report_final.pdf)

Here is an interesting article on the ANWR drilling controversy. How much oil would actually be recovered by drilling in ANWR and what could help us with our energy problems?:  
<http://www.nrdc.org/air/energy/rep/figures.asp#fig1>

A reading on federal timber sales losing taxpayers millions of dollars:  
[http://enn.com/news/enn-stories/2001/03/03132001/timbercost\\_42434.asp](http://enn.com/news/enn-stories/2001/03/03132001/timbercost_42434.asp)

Articles on the relationship between government agency personnel and companies lobbying to weaken environmental regulations:  
[http://motherjones.com/news/feature/2003/36/ma\\_494\\_01.html](http://motherjones.com/news/feature/2003/36/ma_494_01.html)  
[http://motherjones.com/news/feature/2003/36/ma\\_534\\_01.html](http://motherjones.com/news/feature/2003/36/ma_534_01.html)

### **Business ethics and the treatment of animals as commercial commodities:**

An overview of the work of Tom Regan:

<http://www.csmonitor.com/2001/1009/p14s1-leca.html>

Tom Regan presents ten reasons for animal rights and ten reasons against it:

<http://www.cultureandanimals.org/animalrights.htm>

Peter Singer writing on "The Animal Liberation Movement" (1985)

<http://www.utilitarian.org/texts/alm.html>

In consideration of the ethics of using animals as commercial commodities, we will watch a DVD on the fur industry, entitled "The Witness."

### **Globalization and Environmental Matters:**

Growth, Globalization, and the Environment (a pro-globalization position):

<http://www.aworldconnected.org/article.php/1096.html>

Globalization and the Environment (an anti-globalization position):

[http://www.boell.de/de/04\\_thema/2823.html](http://www.boell.de/de/04_thema/2823.html)

## **VI. Ethics and Affirmative Action:**

A good summary of recent affirmative action history, and many links to interesting further reading on affirmative action (especially the first hyperlink within the article, labeled "affirmative action," and the last one, labeled "abolish.").

<http://www.infoplease.com/spot/affirmative1.html>

Please go to the **class notes link**, where I have developed a brief but informative synopsis of the legal history of affirmative action as background context for the discussion of this issue.

Here is an interesting anti-affirmative action argument, as presented by researchers at the Cato Institute, a conservative "think-tank."

<http://www.cato.org/pubs/regulation/reg18n3-x.html>

**The Michigan cases:** (These are the latest crucial rulings by the Supreme Court on affirmative action, as discussed above in the history summary.) *Gratz v. Bollinger*, the oral arguments. Just browse, to see how a Supreme Court opinion is constructed. I don't expect you to read all of this.

[http://www.supremecourtus.gov/oral\\_arguments/argument\\_transcripts/02-516.pdf](http://www.supremecourtus.gov/oral_arguments/argument_transcripts/02-516.pdf)

## **VII. Ethics in the Business of Sport:**

**Articles on public financing of professional sports franchise stadiums:**

Sports and economic development, by Mike Narcowich (University of North Carolina):  
(this is a thorough study, see especially sections 4,5, and 6.)  
<http://www.planning.unc.edu/courses/261/gessner/mnreview.htm>

Article by Hamline University Professor:  
<http://www.legal-ledger.com/archive/624sch.htm>

Study by the Brookings Institution:  
<http://www.breadnotcircuses.org/brooking.html>

Report by New York City Independent Budget Office:  
<http://www.ibo.nyc.ny.us/iboreports/stadtest.html>

Also, see the **Readings 1 link** for five more very brief readings on this subject.

### **VIII. Whistle Blowing: Loyalty to the Employer and Obligations to the Community:**

Continually updated and changed readings from National Whistleblower Site:  
<http://www.whistleblowers.org/>

The Government Accountability Project - more whistleblower information:  
<http://www.whistleblower.org/>

### **XIII. Ethics in Government and Business:**

Various issues will be read about and discussed here, but we will focus on two topics. The ethics of the business of government contracting, particularly in the defense industry, and the Challenger disaster, and if you are not familiar with what went on behind the scenes before that notorious launch, it is fascinating stuff.

#### **Government Contracting:**

A former student, Geoff Finley, wrote an excellent term paper on scandals in government contracts to the Boeing Corporation, and it can be found on the Readings 7 link of this website (in the blue column on the lefthand side of the homepage). This essay beautifully illustrates some of the ethical problems involved in government contracting with the defense industry.

#### **The Challenger Disaster:**

<http://legacy.ncsu.edu/CSC379/lectures/wk16/lecture.html>

Recent information on the Columbia Disaster with a sidebar on the left that links to many



more materials on the Columbia, as well as another article on the Challenger:  
[http://www.space.com/missionlaunches/nasa\\_open\\_030206.html](http://www.space.com/missionlaunches/nasa_open_030206.html)

Presidential Commission Report on the Challenger Disaster:  
<http://science.ksc.nasa.gov/shuttle/missions/51-l/docs/rogers-commission/table-of-contents.html>

Timeline of Challenger shuttle flight disaster, including downloadable video clips of disaster, and, more importantly, an "Explore the Net" box containing several links to other internet materials on the Challenger disaster:  
<http://spaceflightnow.com/challenger/timeline/>

Another good reading on Challenger and Boisjoly:  
<http://catless.ncl.ac.uk/Risks/5.78.html#subj1.2>

Please read another good article on the Challenger Disaster, "Cog in the Machine Manifesto," posted on the **Readings 9 link** on the website.

We will also watch a short DVD (about 20 minutes) on the Challenger disaster.

## **X. The Ethics of Global Commerce and International Trade:**

### **Introductory Reading:**

What is globalization?  
<http://globalization.about.com/gi/dynamic/offsite.htm?zi=1/XJ&sdn=globalization&zu=htp%3A%2F%2Fyaleglobal.yale.edu%2Fabout%2Fessay.jsp>

Globalization: Good or Bad?  
<http://globalization.about.com/cs/whatisit/a/gzgoodorbad2.htm>

Pro-globalization and anti-globalization:  
<http://globalization.about.com/cs/whatisit/a/ProAntiGZ.htm>

We Have To Make Globalization Work for All, by Joseph Stiglitz, Nobel Laureate in Economics and former chief economist for the World Bank:  
<http://globalenvision.org/library/3/551/>

### **Multinational Corporate Ethics:**

Ethics, Enterprise, and the Multinational Corporation, a pro-corporate position by Lee Raymond, CEO of Exxon/Mobil:  
<http://www.acton.org/publicat/randl/interview.php?id=454>

We will watch a video by distinguished economist, Jagdish Bhagwati, in support of globalization.

Race, Poverty, and Globalization, an anti-corporate globalization position, posted by GlobalExchange:

<http://www.globalexchange.org/campaigns/econ101/globalization072000.html>

Peter Singer Speech on One World:

<http://www.utilitarian.net/singer/by/20031029.htm>

New York Times Book Review of Singer's One World:

<http://www.nytimes.com/2002/12/01/books/review/01MARTINT.html?ex=1120190400&en=68022fa811774731&ei=5070&oref=login>

James Fieser on Businesses Influencing Foreign Governments and Exploiting Underdeveloped Countries: (He's a philosophy professor at UT-Martin.)

<http://www.utm.edu/staff/jfieser/vita/research/Busbook.htm>

We will also watch an interesting video of John Perkins, author of Confessions of an Economic Hitman, regarding multinational investment and governmental banking overseas.

### **Institutions of International Trade:**

#### **The WTO:**

Citizens Guide to the World Trade Organization (an EXCELLENT explanation of the WTO's derivation, structure and theoretical functions):

<http://www.parl.gc.ca/InfoComDoc/36/1/FAIT/Studies/Reports/faitrp09/07.htm>

Pro-WTO position: WTO's own website: There is a good deal of material here, just browse for an overview. If you want browsing guidance, check out agreements, ten complaints about the WTO, and ten benefits of the WTO:

[http://www.wto.org/english/thewto\\_e/thewto\\_e.htm](http://www.wto.org/english/thewto_e/thewto_e.htm)

Anti-WTO position: What is the WTO? (by Public Citizen, a consumer watchdog NGO): For readings here, see the Public Citizen Global Trade Watch Website and browse, concentrating on the readings under the WTO link on the left side of that site.

<http://www.citizen.org/trade/>

#### **NAFTA:**

Benefits of NAFTA (pro-NAFTA position):

[http://www.fas.usda.gov/itp/Policy/NAFTA/nafta\\_backgrounder.htm](http://www.fas.usda.gov/itp/Policy/NAFTA/nafta_backgrounder.htm)

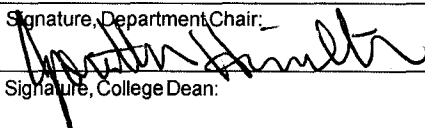
**PART 1: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Economics, 1705, 01170500
<b>Current SCNS Course Identification:</b>		
Discipline (SMA) <u>0 1 8</u>	Prefix <u>E C 0</u>	Level <u>4</u>
Course Number <u>5 0 4</u>		Lab Code _____
Institution's Course Title: <u>Public Finance</u>		

**PART 2: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> Yes <b>Date Termination Effective:</b> _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b>
<b>NEW Discipline (SMA)</b> _____ <b>Prefix</b> <u>E C 0</u> <b>Level</b> <u>4</u> <b>Course Number</b> <u>5 0 4</u> <b>Lab Code</b> _____
<b>NEW Institution Course Title (if applicable):</b> <u>Public Economics</u>
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>August 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit	no change	
Type of Credit	N / A	N / A
Total Clock Hours (Contact Hour Base or Head Count)	no change	
Type of Degree	N / A	N / A
Gordon Rule	N / A	N / A
General Ed Requirement	N / A (areas)	N / A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	no change	
Change of Course Description (Course syllabus must be attached):  See Attached		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: Doug Waldo, 392-1370, 117140	(Date)	Signature, Department Chair: 	(Date) 4/15/05
College Contact, Telephone Number and PO Box: Sharon Haughton, 2-2396, x1225, 117150	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART 3: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**PART 4: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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**Change of Course Description:**

**ECO 4504 Public Economics** – Market failures and the role of the government in providing goods and services, like education and infrastructure, in a market economy. The role of the government in the provision of various types of social insurance like health insurance, social security, and welfare. The effects of taxes on economic behavior.

## ECO 4504 Public Economics

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Instructor: Dr. Caprice Knapp  
Text: Public Finance and Public Policy, by Jonathan Gruber  
ISBN #0-7167-8655-9  
Prerequisite: Managerial Economics ECP 3703  
Teaching Assistant: Kevin Christensen

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### Course Objectives

This course will provide you with an introduction to Public Economics. This includes externalities and public goods (about 1/3 of the course), social insurance and redistribution (about 1/3 of the course), and taxation (about 1/3 of the course). We will focus on the microeconomic functions of government; however, the skills you will learn are also applied by managers, policy makers, and economic researchers. Successful students will be able to apply these concepts to current policy problems and use an economic approach to solve these problems.

### Grading

Your course grade will be comprised of three components: exams, a paper, and assignments. Each component is described below.

*Exams (75%):* Exam I June 6, 2005  
Exam II July 6, 2005  
Final Exam August 3, 2005

Exam dates are fixed regardless of how much material has been covered, so plan accordingly. Exam structure will be discussed at a later date, but generally will consist of multiple choice and essays. No make up exams will be given. Consult the University undergraduate catalog on what constitutes an excused absence. In most cases this must be documented. If you meet the criterion for an excused absence, you have 24 hours from the start of the exam to contact me. To avoid disappointment: do not ask me to reschedule an exam for an unexcused reason (travel plans, family events, dog grooming, job interviews, etc.). In the very rare case that a student contacts me and the University deems the excuse valid, other arrangements will be made. I reserve the right to give oral make up exams.

*Paper (20%):* Due July 27, 2005 at 3:29 P.M. Feel free to turn in your paper earlier. Students will present a policy recommendation to their Senator or Representative. The paper must be 4-6 pages of text, single-spaced, 12 point font, with one-inch margins. The paper should include a cover letter/title page and references. The number of references should be equal to the number of pages, and at least one of the references cannot be from the Internet. Do not use your textbook as a source. Specifics of the paper will be given at a later date, but in general, each student will analyze a policy that has been proposed or

enacted in the past four years. You may also propose your own policy idea. This can be a state or federal policy in one of the following five areas:

- Healthcare
- Education
- Social Security
- Environmental Policy
- National Security

The paper should convince your Senator or Representative to support the policy or not. We will discuss the paper in detail at a later date.

Starting May 9, 2005 at 6:16 P.M., your assignment is to pick your top three paper topic choices. Submit these using the assignment function in VISTA. You have until May 16, 2005 at 3:29 P.M. to send your top three choices. Topics will be assigned on a first come, first serve basis. A set number of students will be assigned per topic based on course enrollment. I will give further instructions once the topics have been assigned.

*Assignments (5%):* Throughout the semester you will have a chance to earn points for assignments that will be made during class. Assignments may include: quizzes, minute papers, participation points, commenting on an article, etc. Assignments will supplement the material covered in class. Assignments will allow me to give credit to students who attend/watch class regularly. No make up points may be given for assignments. To avoid disappointment: do not ask.

#### Calculating Your Course Grade

At the end of the semester I will add up the number of points you have received for each component of your grade and multiply by the appropriate percent. Grades will be given on the following scale:

A	90%
B+	85%
B	80%
C+	75%
C	70%
D+	65%
D	60%

Be aware that I do not round, at all, for any reason. If you earn an 89.99%, your grade is still B. To avoid disappointment: do not ask.

#### Course Website

The VISTA course website will be a useful tool throughout the semester and you should check it on a regular basis. This does not mean once per week! Schedule, assignments,

announcements, discussion boards, etc. can all be accessed through the website. Please note that the website is University property and you are expected to use it in a professional way. Failure to comply is equivalent to disrupting class and I will ask the University to intervene.

### Course Rules

Your syllabus can be treated as a contract between you and me. My responsibilities are to present the material in a clear, professional manner. Your responsibility is to let me know when anything requires further clarification (test answers, your score, concepts, etc). In addition, I will be available to you both in and out of class, throughout the semester as a resource, to help you succeed in this course. However, your final grade in this course is solely your responsibility. If at the end of the semester you find that the grade you earned is not equal to the grade you wanted, I will not change your grade for any reason. To avoid disappointment: do not ask.

Beyond our respective responsibilities, I expect each student to: turn off cell phones before coming to class, be on time, and refrain from side conversations. Due to the nature of this course we will be discussing a number of controversial and politically charged subjects. I expect you to respect the opinions of your classmates during class time and on the course website.

### Academic Honesty

You are expected to abide by the University's rules for academic honesty. These are available for your review at <http://www.aa.ufl.edu/aa/Rules/4017/htm>. Cheating, plagiarism, and any other action that violates these rules will be prosecuted to the fullest extent. It should be noted that creating an excuse to take a make up exam that cannot be verified constitutes cheating under the University guidelines.

### Students with Special Needs

If you are a student with special needs, and you require addition resources to participate in this course, please contact me immediately. The Dean of Students office makes special accommodations for students as needed. After approval by the Dean of Students, the appropriate paperwork will be forwarded to me and accommodations can be made.

### Contact Information

The best way to contact me is through the VISTA course email. You should use email to ask questions, give feedback, and communicate with me in a professional manner. Kevin will help me respond to email during the semester and you should also communicate with him in a professional manner. However, there may be very unusual circumstances when you feel that you only want to discuss something with me. In that case, please use my University email account [caprice1@ufl.edu](mailto:caprice1@ufl.edu). This is the equivalent of giving you my private phone number. Please do not send email to this address asking questions about the course material, your grade, etc. This should only be used to share information that you feel is private.

For example, on a number of occasions students have sent email to me after a class is over requesting letters of recommendation, and in most cases I have happily obliged. The email address listed above would be useful for that purpose.

Kevin is only available for correspondence through the VISTA email and discussion boards. *Please do not contact him by phone, personal email, etc.*

#### Course Material

Generally, we will try and cover as much of your text as we can. If we start to have time concerns I may skip some material in your text, but I will let you know if this happens. **The course schedule will be maintained and updated on VISTA and you must consult it to find out what material will be covered.** However, **TEST DATES WILL NEVER CHANGE.** Beyond the material in your text, I may assign readings from academic journals, newspapers, magazines, etc. These will be posted in advance on the website with a link or instructions on where to find them. This material may be tested on the exam. Also, I am trying to schedule some guest speakers this semester. If we are fortunate enough to have an outside speaker I expect all students to attend the lecture and be respectful. I will take attendance in the live section. Online students will have 24 hours to submit comments on the guest speaker. This will count towards your assignment points. Specific instructions will be given at a later date. Material covered by guest speakers *will* be tested on the exam.



**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution Name: <b>University of Florida</b>		Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>Finance, Insurance &amp; Real Estate/011706000/1706000</b>	
Recommended SCNS Course Identification: Discipline (SMA) <b>1 5 5</b> Prefix <b>G E B</b> Level <b>6</b> Course Number <b>1 1 2</b> Lab Code _____				
Institution's Course Title: <b>Social Entrepreneurship</b>				
Effective Term (first date course will be offered): <b>Fall 2005</b>				
Amount of Credit: <b>02</b>		Type of Credit: <input checked="" type="checkbox"/> College	If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed _____ minimum / _____ maximum credit within a semester	
Total Clock Hours: <b>N/A</b>		Contact Hour Base <b>02</b> or head count _____		
Course Description (A course syllabus must be attached.): <b>The process of starting, financing, assessing and managing succession mission based for profit and non for profit ventures</b>			Mark all that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no	
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) <b>non-business students</b>				
Corequisites: <b>none</b>				
All faculty teaching this course have completed at least 18 graduate semester hours in the teaching discipline and hold at least a masters degree. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Degree Type (Mark all that apply.): <input type="checkbox"/> Associate of Arts <input checked="" type="checkbox"/> Graduate Students <input type="checkbox"/> Baccalaureate <input type="checkbox"/> Other (specify): _____		Gordon Rule Course? <i>Requires action by the General Education Council</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Number of Words _____		
General Education Requirement (check all applicable): <i>Requires action by the General Education Council</i>		<input checked="" type="checkbox"/> Communications <input type="checkbox"/> Math <input type="checkbox"/> Social Sciences <input checked="" type="checkbox"/> Humanities <input type="checkbox"/> Natural Science		
Category of Instruction: <input type="checkbox"/> Introductory <input checked="" type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>		Signature, Department Chair: _____ (Date) _____		
College Contact, Telephone Number and PO Box: <b>Sharon Haughton 2-8435x1225PO117 50</b>		Signature, College Dean: _____ (Date) _____		
Signature, Graduate Dean (if applicable): _____ (Date) _____		Signature, Registrar (Institutional Contact): _____ (Date) _____		

**PART II: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):

If not the same as recommended by institution, please explain:

SCNS Course Title (if new): \_\_\_\_\_  
 Decade Title (if new): \_\_\_\_\_  
 Century Title (if new): \_\_\_\_\_  
 Signature, Faculty Discipline Committee Representative: \_\_\_\_\_ Date: \_\_\_\_\_

**PART III: SCNS STAFF USE ONLY**

Signature, SCNS Staff _____	Date Entered _____	Correspondence Number _____
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## Social Entrepreneurship GEB 6112

Professor Arnold A. Heggstad  
Stuzin 255  
273-0330  
[Arnie@ufl.edu](mailto:Arnie@ufl.edu)

Social entrepreneurship is the process of starting, financing, assessing and managing succession mission based for profit and non for profit ventures. There are many facets of the social entrepreneurship process that parallel the traditional corporate entrepreneurial process and much can be learned to make for more effective and innovative social organizations.

There are also very distinct differences that must be taken into consideration. The traditional firm's objective is the bottom line—creation of wealth. This factors into every aspect of the firm's strategy from choosing what products and markets it will enter to assessing performance.

The mission based organization has at least two bottom lines. The first is to achieve its mission—to make a difference in people's lives. However, it must also have a financial bottom line—to find a way to be financially sustainable.

The social enterprise has capital markets available to it in the form of philanthropy or government tax revenues. There have been considerable changes in recent years in both of these traditional forms of financing. The successful leader must look to other sources of revenue from fees for services to developing for-profit subsidiaries to subsidize operations.

Management is also different. The successful leader must balance the expectations and desires of his/her board of directors, employees, volunteers, providers of funding and ultimately and most importantly the customers—the clientele the organization is attempting to serve.

The purpose of this course is to provide students with an introduction to the major problems and opportunities facing mission based organizations. The course will consist of lectures, case discussions and original research by students. In addition, students will have an opportunity to meet with several social entrepreneurs and to study in depth and help an organization of their choice.

Teams of students will be asked over the term to choose among the following options:

- Develop and undertake a consulting assignment for a social enterprise,
- Develop a condensed business plan and presentation for a social enterprise,

- Undertake a research paper on an original topic in the field of social entrepreneurship.

Approval for projects must be obtained from the Professor before beginning on a project.

Grades will be determined as follows:

- Individual assignments 15%
- Class discussion 20%
- Team project 40%
- Final exam 25%

Attendance is mandatory. If you are going to be unable to participate in a class, you must inform me by e-mail prior to the class.

### **Class Outline**

- I. Defining social entrepreneurship
  - a. How does the mission based organization compare with the for profit organization?
  - b. Social entrepreneurs who are changing the world.
- II. Challenge of Creating and Capturing Value
  - a. Defining a mission
  - b. Operating to accomplish the mission
  - c. Assessing performance
  - d. Continual innovation
- III. Building a Business Plan
  - a. Defining the needs of the clients/customers
  - b. Understanding competition
  - c. Developing a plan to succeed
  - d. Becoming self sustainable
- IV. Appropriate Funding Strategies
  - a. Philanthropy
  - b. Fees for service
  - c. Revenue generation
- V. Innovation in Social Capital Markets
  - a. Venture capital investing
  - b. The new face of philanthropists

## **VI. Social Objectives in Commercial Ventures**

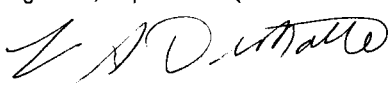
- a. Can a for profit company have a social objective and be competitive?
- b. Models of success

## **VII. Managing Growth and Performance**

- a. Developing an innovative and creative organization
- b. Calculating social value

## **VIII. Governance Issues**

**PART 1: TO BE COMPLETED BY THE INSTITUTION**

Institution Name: <b>University of Florida</b>		Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>Management 01170200</b>	
Recommended SCNS Course Identification:				
Discipline (SMA) <u>1 3 9</u>		Prefix <u>M A N</u>		Level <u>6</u>
		Course Number <u>6 9 3</u>		Lab Code _____
Institution's Course Title: <u>Cross Cultural Negotiation</u>				
Effective Term (month and year course will first be offered): <u>Fall 2005</u>				
Amount of Credit: <u>2</u>		If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed _____ minimum / _____ maximum credit within a semester		
Total Clock Hours: <u>N/A</u>		Contact hour base _____ or Headcount _____		
Course Description (attach a course syllabus): <u>Cross Cultural Negotiations covers the theory and processes of negotiation as practiced in multicultural environments. Investigates the fundamental elements of deal making and dispute resolution negotiation concepts in multicultural settings.</u>				Mark all that apply: Rotating Topic <input type="checkbox"/> yes <input type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input type="checkbox"/> no
Prerequisites: (this form does not update ISIS or registration prerequisite checking.)				
Corequisites:				
All faculty teaching this course have completed at least 18 graduate semester hours in the teaching discipline and hold at least a master's degree. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				
Degree Type (Mark all that apply.): <input type="checkbox"/> Associate of Arts <input type="checkbox"/> Baccalaureate <input checked="" type="checkbox"/> Graduate Study <input type="checkbox"/> Other (specify): _____				
Category of Instruction: <input type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Department Contact, Telephone Number and PO Box: <b>Mitzi Calvert 2-0163 POB 117165</b>		(Date) <b>08/16/05</b>	Signature, Department Chair: 	
College Contact, Telephone Number and PO Box: <b>Sharon Houghton 392-8436 x 1225 POB 117150</b>		(Date)	Signature, College Dean: _____	
Signature, Graduate Dean (if applicable):		(Date)	Signature, Registrar (institutional contact):	
		(Date)	(Date)	

**PART 2: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative:	Date:

**PART 3: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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6693

## MAN 6693: Cross-Cultural Negotiation

Fall 2005

**Course Description:** This course is designed to develop cross-cultural business negotiation skills. It focuses on negotiation in the global business setting. The course explored how culture both influences and reflects negotiation dynamics and imperatives through communication, interests, values and strategic choices. Culture incorporates many diverse elements including regional background, values, worldviews and associated thought processes, religion, gender and social perception, language, and nonverbal communication. Failure to acknowledge and include these elements both in negotiation preparation and bargaining will result in sub-optimal and, sometimes, disastrous results.

Cross-cultural Negotiation covers all the fundamental deal making and dispute resolution negotiation concepts covered in MAN 6447, *The Art and Science of Negotiation*, but in a multi-cultural environment. Culture affects negotiators' strategies for using influence and information, the issues to be negotiated; negotiators' interests and priorities, as well as the social, economic, legal, and cultural environment in which negotiations are conducted. Through simulations, cases, videos, and class discussion, students develop an understanding of cross-cultural negotiations and build skills that can be used to make deals and resolve disputes in a global environment.

6693  
MAN 6693: Cross-Cultural Negotiation

Fall 2005

Professor Robert Thomas  
227 Stuzin Hall  
Robert.thomas@cba.ufl.edu

**SYLLABUS**

392-0136 (Direct)  
392-0163 (Dept. Office)  
(509) 463-2990 (FAX)

**Office Hours:** Wednesday 10:00-12:00 and immediately following class. If these time are not convenient, make an appointment for a different time. In general, if you knock on my door and I open it, I will be happy to talk to you.

**Course Materials**

**REQUIRED**

1. *Bargaining for Advantage*, G. Richard Shell, Viking, 1999 (or latest edition).
2. *Getting to Yes*, Roger Fisher, William Ury and Bruce Patton, Penguin Books. 1991
3. *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultures*, Jeanne M. Brett, Jossey-Bass. 2001.
4. *Start with NO. The Negotiating Tools that the Pros Don't Want You to Know*, Jim Camp, Crown Publishing Group, 2002.
5. The course employs a number of exercises, cases, games, and role-plays as learning devices. Many of these items require payment of a license fee. I hand out these materials in class. However, you **MUST PAY THESE LICENSE FEES IN ADVANCE** at GTI (Gator Textbook Inc.) 3501 SW 2<sup>nd</sup> Ave. Suite D (near Calico Jacks). After paying the license fees, be sure to sign the class list at GTI. Also, save your receipt. Failure to pay for course material before Wednesday \_\_\_\_\_ will result in 5% of your grade recorded as a C.

**RECOMMENDED**

1. *Beyond Machiavelli*, R. Fisher, E. Kopelman & A. Schneider, Harvard Press, 1994.

One of the most difficult negotiation skills is persuasion. The key to persuading the other side is to understand their interests and viewpoint. *Beyond Machiavelli* teaches you techniques that help you understand the other side's point of view. Making these techniques an integral part of your negotiation toolbox will dramatically enhance your negotiation effectiveness.

**Overview:** This course is designed to develop cross-cultural business negotiation skills. It focuses on negotiation in the global business setting. The course explored how culture both influences and reflects negotiation dynamics and imperatives through communication, interests, values and strategic choices. Culture incorporates many diverse elements including regional background, values, worldviews and associated thought processes, religion, gender and social perception, language, and nonverbal communication. Failure to acknowledge and include these elements both in negotiation preparation and bargaining will result in sub-optimal and, sometimes, disastrous results.

Cross-cultural Negotiation covers all the fundamental deal making and dispute resolution negotiation concepts covered in MAN 6447, *The Art and Science of Negotiation*, but in a multi-cultural environment. Culture affects negotiators' strategies for using influence and information, the issues to be negotiated; negotiators' interests and priorities, as well as the social, economic, legal, and cultural environment in which negotiations are conducted. Through simulations, cases, videos, and class discussion, students develop an understanding of cross-cultural negotiations and build skills that can be used to make deals and resolve disputes in a global environment.

Classes include in large part the following elements:

- **Negotiations and other exercises.** You will be provided with negotiation cases each with a specific role. You will prepare your role and negotiate it, debrief with other parties, discuss it in or outside of class and write up your analysis. The idea is to identify mistakes and good practices as a way to develop a checklist for the future. We will start with a simple negotiation and rapidly progress to more complex ones. In addition, there will be a number of other exercises and cases that we will use to explore important negotiation issues.
- **Class Discussion.** Class participation is an important part of the course since an essential element of negotiation is interaction. I will comment on and highlight important issues and problems in negotiation. I encourage you to break in with questions, comments and experiences.
- **Readings.** Readings are meant to be reference tools and provoke ideas. **They are not gospel: in fact, some of the readings make ridiculous assertions.** Analyze them. How will YOU use the principles you find there? The readings are important, but are not the central part of the course. Rather, practicing and enhancing your negotiation skills is the core of this course.



## Course Requirements

### 1. Participation (30%)

Percentage for participation in class discussion maximum 10%

Percentage for exercise preparation 10%

Percentage for turning in planning documents 10%

### 2. Midterm –(35%)

### 3. Final paper – 10 points (35%) 10-page maximum.

*Debts.* The emphasis on experiential learning makes the administration of the course difficult and makes student participation critical. When you are not fully prepared or miss a class, not only do you lose out on the evening's experience, others in the class lose the opportunity to negotiate with you; often they are forced to take an observer's role. If you must miss a class, notify me at least two days in advance. You may miss one class with prior notice without adverse impact. On any un-notified absence and your second and subsequent absences, your course grade drops a full letter.

## Readings and Activities

Except for the first assignment, please complete reading assignments prior to the week for which they are assigned. For example, the second reading assignment is listed for Week 2. Please complete this assignment prior to attending second week class. The first reading assignment should be completed prior to the second week of the course as well.

## Note

The course is intended to be a vibrant flexible workshop designed to improve the negotiation skills of enrolled students. As such, I may add or delete reading assignments and class activities as the semester progresses in order to meet the needs of the class.

## COURSE OUTLINE

<i>Week 1</i>	Culture and Negotiation
<i>Week 2</i>	Integrative and Distributive Negotiation
<i>Week 3</i>	Planning (Strategic & Cultural)
<i>Week 4</i>	Culture
<i>Week 5</i>	Effective Communications
<i>Week 6</i>	Multi-Party, Multi-Issue, Multi-Culture
<i>Week 7</i>	Government at the Table

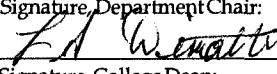
**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>MANAGEMENT 01170200</b>
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 3 9</u> Prefix <u>M A N</u> Level <u>5</u> Course Number <u>1 4 1</u> Lab Code _____ Institution's Course Title: <u>Leadership Skills</u>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> <b>Yes Date Termination Effective:</b> _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____  <b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>SUMMER 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)		Change Grade Option From S/U to Graded
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input type="checkbox"/> no

Department Contact, Telephone Number and PO Box: (Date) <b>Mitzi Calvert 392-0163 PO Box 1171</b>	Signature, Department Chair: (Date) 
College Contact, Telephone Number and PO Box: (Date) <b>Sharon Haughton 392-8436 x 1225</b>	Signature, College Dean: (Date)
Signature, Graduate Dean (if applicable): (Date)	Signature, Registrar (Institutional Contact): (Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code): _____	
If not the same as recommended by institution, please explain: _____	
SCNS Course Title (if new): _____	
Decade Title (if new): _____	
Century Title (if new): _____	
Signature, Faculty Discipline Committee Representative	Date

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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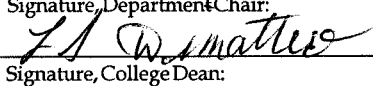
**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>MANAGEMENT 01170200</b>
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 3 9</u> Prefix <u>M A N</u> Level <u>5</u> Course Number <u>2 6 5</u> Lab Code _____ Institution's Course Title: <b>Managing Groups and Teams in Organizations</b>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> <b>Yes</b> Date Termination Effective: _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>SUMMER 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)		Change Grade Option From S/U to Graded
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input type="checkbox"/> no

Department Contact, Telephone Number and PO Box: (Date) <b>Mitzi Calvert 392-0163 PO Box 1171</b>	Signature, Department Chair: (Date) 
College Contact, Telephone Number and PO Box: (Date) <b>Sharon Haughton 392-8436 x 1225</b>	Signature, College Dean: (Date)
Signature, Graduate Dean (if applicable): (Date)	Signature, Registrar (Institutional Contact): (Date)

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If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

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**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>Finance, Insurance &amp; Real Estate/011706000/1706000</b>
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**Current SCNS Course Identification:**  
 Discipline (SMA) 1 0 9 Prefix R E E Level 6 Course Number 0 4 5 Lab Code \_\_\_\_\_  
 Institution's Course Title: **Introduction to Real Estate**

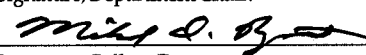
**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> Yes Date Termination Effective: _____
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**NEW SCNS Course Identification: (Complete all appropriate areas)**  
 NEW Discipline (SMA) \_\_\_\_\_ Prefix \_\_\_\_\_ Level \_\_\_\_\_ Course Number \_\_\_\_\_ Lab Code \_\_\_\_\_  
 NEW Institution Course Title (if applicable): \_\_\_\_\_

**EFFECTIVE TERM FOR CHANGES: (Mo/Yr)** Fall 2005

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	Graduate standing
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: 	(Date) <b>7-8-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

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SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

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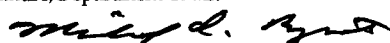
**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Finance, Insurance & Real Estate/011706000/1706000
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 0 9</u> Prefix <u>R E E</u> Level <u>6</u> Course Number <u>1 0 5</u> Lab Code _____ Institution's Course Title: <u>Real Estate Appraisal</u>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> Yes    Date Termination Effective: _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>Fall 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	REE 6045 or REE 6395
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: 	(Date) <b>7-8-00</b>
College Contact, Telephone Number and PO Box: <b>Sharon Houghton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

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Decade Title (if new):	
Century Title (if new):	
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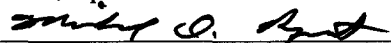
**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Finance, Insurance & Real Estate/011706000/1706000
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 0 9</u> Prefix <u>R E E</u> Level <u>6</u> Course Number <u>2 0 6</u> Lab Code _____ Institution's Course Title: <u>Primary Mortgage Markets and Institutions</u>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> Yes <b>Date Termination Effective:</b> _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>Fall 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	REE 6045 or Finance Students or FIN 5437 and FIN 5439 (REE 6045 is highly recommended)
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: 	(Date) <b>7-8-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Houghton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

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SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Finance, Insurance & Real Estate/011706000/1706000
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 0 9</u> Prefix <u>R E E</u> Level <u>6</u> Course Number <u>2 0 8</u> Lab Code _____ Institution's Course Title: <u>Secondary Mortgage Markets and Securitization</u>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> Yes Date Termination Effective: _____ <b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____ EFFECTIVE TERM FOR CHANGES: (Mo/Yr) <u>Fall 2005</u>
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Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A <i>masters</i> (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	REE 6045 or REE 6206 or FIN 5437 and FIN 5439    Finance/Students or
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: <i>[Signature]</i>	(Date) <b>7-8-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Finance, Insurance & Real Estate/017706000/1706000
<b>Current SCNS Course Identification:</b> Discipline (SMA) <u>1 0 9</u> Prefix <u>R E E</u> Level <u>6</u> Course Number <u>3 1 5</u> Lab Code _____ Institution's Course Title: <u>Real Estate Market &amp; Transactions Analysis.</u>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> <b>Yes</b> <b>Date Termination Effective:</b> _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____ NEW Institution Course Title (if applicable): _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>Fall 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A <i>masters</i> (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	Real Estate <i>for</i> MBA Students
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: <i>[Signature]</i>	(Date) <b>7-8-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

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If not the same as recommended by institution, please explain:	
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Decade Title (if new):	
Century Title (if new):	
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**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>Finance, Insurance &amp; Real Estate/011706000/1706000</b>
<b>Current SCNS Course Identification:</b>		
Discipline (SMA) <b>1 0 9</b>	Prefix <b>R E E</b>	Level <b>6</b> Course Number <b>3 9 5</b> Lab Code _____
Institution's Course Title: <b>Investment Property Analysis</b>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> <b>Yes</b> Date Termination Effective: _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b>
NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____
NEW Institution Course Title (if applicable): _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <b>Fall 2005</b>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	REE 6045 or Finance <sup>masters</sup> Students or FIN 5437 and FIN 5439 (REE 6045 is highly recommended)
Change of Course Description (Course syllabus must be attached):	Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no	

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: 	(Date) <b>7-1-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code and SAMAS Number: Finance, Insurance & Real Estate/011706000/1706000
Current SCNS Course Identification:		
Discipline (SMA) <u>1 0 9</u>	Prefix <u>R E E</u>	Level <u>6</u> Course Number <u>3 9 7</u> Lab Code _____
Institution's Course Title: <u>Real Estate Securities and Portfolios</u>		

**PART II: REQUESTED ACTIONS**

Terminate Current Course <input type="checkbox"/> Yes Date Termination Effective: _____
NEW SCNS Course Identification: (Complete all appropriate areas)
NEW Discipline (SMA) _____ Prefix _____ Level _____ Course Number _____ Lab Code _____
NEW Institution Course Title (if applicable): _____
EFFECTIVE TERM FOR CHANGES: (Mo/Yr) <u>Fall 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A <i>masters</i> (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	REE 6045 or REE 6395 or Finance Students or FIN 5437 and FIN 5439
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: <b>Debbie Himes, 2-0153, PO 117168</b>	(Date)	Signature, Department Chair: <i>[Signature]</i>	(Date) <b>7-8-05</b>
College Contact, Telephone Number and PO Box: <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	(Date)	Signature, College Dean:	(Date)
Signature, Graduate Dean (if applicable):	(Date)	Signature, Registrar (Institutional Contact):	(Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):
If not the same as recommended by institution, please explain:
SCNS Course Title (if new): _____
Decade Title (if new): _____
Century Title (if new): _____
Signature, Faculty Discipline Committee Representative _____ Date _____

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff _____	Date Entered _____	Correspondence Number _____
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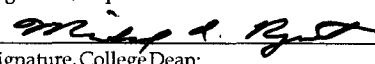
**PART I: TO BE COMPLETED BY THE INSTITUTION**

Institution: <b>University of Florida</b>	Institutional Code: <b>001535</b>	Instructional Unit or Department Name, Department Code and SAMAS Number: <b>Finance, Insurance &amp; Real Estate/011706000/1706000</b>
<b>Current SCNS Course Identification:</b> Discipline (SMA) <b>1 0 9</b> Prefix <b>R E E</b> Level <b>6</b> Course Number <b>7 0 5</b> Lab Code _____ Institution's Course Title: <b>Geographic Information Systems and Location Analysis</b>		

**PART II: REQUESTED ACTIONS**

<b>Terminate Current Course</b> <input type="checkbox"/> <b>Yes</b> <b>Date Termination Effective:</b> _____
<b>NEW SCNS Course Identification: (Complete all appropriate areas)</b> <b>NEW Discipline (SMA)</b> _____ <b>Prefix</b> _____ <b>Level</b> _____ <b>Course Number</b> _____ <b>Lab Code</b> _____ <b>NEW Institution Course Title (if applicable):</b> _____
<b>EFFECTIVE TERM FOR CHANGES: (Mo/Yr)</b> <u>Fall 2005</u>

Other Items to Change	Change From	Change To
Amount of Credit		
Type of Credit	N/A	N/A
Total Clock Hours (Contact Hour Base or Head Count)		
Type of Degree	N/A	N/A
Gordon Rule	N/A	N/A
General Ed Requirement	N/A (areas)	N/A (areas)
Prerequisites/Corequisites (This form does not update ISIS or registration prerequisite checking.)	none	Graduate standing
Change of Course Description (Course syllabus must be attached):		Mark any changes that apply: Rotating Topic <input type="checkbox"/> yes <input checked="" type="checkbox"/> no S/U Only <input type="checkbox"/> yes <input checked="" type="checkbox"/> no Repeatable for Credit <input type="checkbox"/> yes <input checked="" type="checkbox"/> no

Department Contact, Telephone Number and PO Box: (Date) <b>Debbie Himes, 2-0153, PO 117168</b>	Signature, Department Chair: (Date)  <b>7-8-05</b>
College Contact, Telephone Number and PO Box: (Date) <b>Sharon Haughton, 2-8435x1225, PO 117150</b>	Signature, College Dean: (Date)
Signature, Graduate Dean (if applicable): (Date)	Signature, Registrar (Institutional Contact): (Date)

**PART III: TO BE COMPLETED BY THE FACULTY DISCIPLINE COMMITTEE REPRESENTATIVE**

Approved Course Classification (Prefix, Number, Lab Code):	
If not the same as recommended by institution, please explain:	
SCNS Course Title (if new):	
Decade Title (if new):	
Century Title (if new):	
Signature, Faculty Discipline Committee Representative	Date

**PART IV: SCNS STAFF USE ONLY**

Signature, SCNS Staff	Date Entered	Correspondence Number
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**2005-2006**  
**COLLEGE OF BUSINESS ADMINISTRATION'S**  
**SUPPLEMENT TO THE UNIVERSITY PROMOTION AND TENURE POLICY**

(Revised 2/25/98; 9/6/02; 11/02; 8/04)

Posted on web 7/28/05

The College of Business Administration provides this supplement as clarification of the college's application of the University of Florida guidelines and policies regarding promotion and tenure (see Attachment A). The supplement applies to all academic units in the college (these consist of the Fisher School of Accounting and the academic departments of the College of Business Administration). The criteria and procedures described below apply to faculty members considered for tenure and/or promotion (or offer of appointment) to the ranks at the associate professor, professor and distinguished professor and non-tenure accruing faculty being considered for promotion to the rank of senior lecturer or master lecturer.

***A Broad View of the Process***

For decisions on promotion to the rank of senior lecturer, the voting faculty consists of all members in the academic unit holding a rank of senior and master lecturer and ranks of associate professor and above; for master lecturer, the voting faculty consists of all members in the academic unit holding a rank of master lecturer and ranks of full professor and above; for promotion to the ranks of associate and professor, the voting faculty consists of all members in the academic unit holding a rank equal to or higher than the rank for which the candidate is being considered; for the award of the rank of distinguished professor, the voting faculty consists of all tenured faculty holding the rank of full professor or higher. For tenure decisions, the voting faculty consists of all tenured members in the academic unit. All tenure and/or promotion packets must be presented to the Dean. The college's promotion and tenure committee (hereafter referred to as the "college committee") will serve in a fact-finding role for the Dean in executing his/her duty to evaluate a candidate's suitability for promotion and tenure. The transmittal from the academic unit to the Dean must conform to the University of Florida policies and procedures.

Specific statements of both the criteria and the promotion procedures for the College of Business Administration are provided in the succeeding pages.

***Criteria***

This section describes the college's application of the criteria for promotion and tenure provided within the University of Florida guidelines as stated below.

"The University's criteria for granting promotion, tenure, or for permanent status shall be relevant to the performance of the work that the faculty member has been employed to do and his/her performance of the duties and responsibilities expected of a member of the university community. These criteria recognize three broad categories of academic service as follows:

- (A) Teaching - Instruction, including regular classroom teaching and distance/executive/continuing education, direction of theses and dissertations, academic advisement, extension education programs, and all preparation for this work, including study to keep abreast of one's field.
- (B) Research – Research or other creative activity including publications.
- (C) Service – Public and professional."

In cases of tenure and/or promotion to the ranks of senior lecturer, master lecturer, associate, professor, and distinguished professor, evaluations must be based on, and in relation to, performance in assignment of research, teaching, and service. Every effort should be made to provide objective evaluations based on the criteria stated below.

A. Promotion to the Rank of Associate Professor

Ordinarily, the decision on promotion to associate professor and the tenure decision are made jointly.

It is the policy of the college that the ~~sixth~~ seventh year (*effective 2005*) of continuous service in a tenure-earning position shall be considered the "normal" time for consideration for tenure. This policy does not preclude the option made available to administrators by the university to allow the nomination for tenure to be made prior to the ~~sixth~~ seventh year (*effective 2005*).

During the appointment process, the appropriate voting faculty of an academic unit may wish to recommend a prospective faculty member from another institution for appointment to the rank of associate professor without tenure. At the request of the academic unit, the current college committee may evaluate each prospective faculty's performance to date in order to assess the potential success of the prospective faculty in attaining tenure by the time the years-of-service requirement is reached. In this evaluation, the criteria applied should be the same as those applied in considering promotion to the rank of associate professor.

The criteria for promotion to associate professor and/or tenure are as follows:

- A. 1 Promotion to associate professor, in most cases, requires evidence of distinction in the performance of assignment in at least two (2) of the three (3) categories (research, teaching and service). (See Attachment A.)
- A. 2 Scholarly research productivity is necessary for promotion. The candidate must present evidence of scholarly work that has been published in refereed journals of international standing and/or books or monographs of comparable quality. No specific number of publications or pages of publication will satisfy the criterion. Instead, the quality of the research and the candidate's total research accomplishment should provide evidence of significant contribution to the

literature in the relevant field or fields. The judgment about research must be based on a careful analysis of the candidate's research record.

- A. 3 Effective teaching performance is necessary for promotion. The teaching function includes course development, classroom instruction, the counseling of students in programs of study and research, and supervision of masters theses, doctoral dissertations, and other student research. Promotion to associate must demonstrate teaching at the graduate level.
- A. 4 With respect to service, the candidate is expected to be a contributing citizen of the university and to contribute to his/her profession. Service may be evidenced by participation in internal governance activities such as university, college, school and departmental functions and by professional service such as membership on editorial boards of respected journals, and participation in the activities of academic and professional organizations.

#### B. Promotion to the Rank of Professor

Ordinarily, the decision on promotion to the rank of professor is considered for candidates who are associate professors with tenure at the University of Florida.

However, during the appointment process, the appropriate voting faculty of an academic unit may wish to recommend a prospective faculty member from another institution for appointment to the rank of professor. No one will be recommended for appointment at the professor level who would not also qualify for tenure. The current college committee must evaluate the prospective faculty's performance to date in order to assess by the time the years-of-service requirement is reached. In this evaluation, the criteria applied should be the same as those applied in considering promotion to the rank of professor.

The appropriate voting faculty of an academic unit may wish to recommend a prospective faculty member from another institution for appointment to the rank of professor - with tenure - as provided in 6C1-7.019 of the F.A.C. and the Collective Bargaining Agreement for the United Faculty of Florida, Article 15, section 15.8. This document addresses only the tenure consideration of the appointment issue and in no way precludes the role of the search committee, the rules of the Collective Bargaining Agreement, or the Constitution of the University.

In all cases, the criteria to be applied for promotion or appointment to the rank of professor shall be:

- B. 1 Promotion to full professor, in most cases, requires evidence of distinction in the performance of assignment in at least two (2) of the three (3) categories (research, teaching and service). (See Attachment A)

- B. 2 The candidate must have a record of distinguished scholarly publications. This record should provide evidence of continued research achievement subsequent to promotion or appointment to the rank of associate professor. No specific number of publications or pages of publications will satisfy this criterion. Instead, the quality of the research and the candidate's total research accomplishment should provide evidence of significant contribution to the literature in the relevant field or fields. The judgment about research must be based on a careful analysis of the candidate's research record.
- B. 3 The candidate must have maintained a record of effective teaching. The teaching function includes course development, classroom instruction, counseling students in programs of study and research, and supervision of masters theses, doctoral dissertations, and other student research. Promotion to full must demonstrate significant involvement with doctoral students and serving on doctoral dissertations.
- B. 4 With respect to service, the candidate is expected to continue to be a contributing citizen of the university. Service may be evidenced by participation in internal governance activities such as university, college, school and departmental committees and other functions. In addition, professional service such as membership on editorial boards of respected journals, holding office in professional societies, and participation in activities of academic and professional organizations will be recognized.

C. Award of the Rank of Distinguished Professor

The award of the rank of distinguished professor is considered for candidates who are professors at the University of Florida.

The criteria for the award of the rank of distinguished professor are as follows:

The rank of Distinguished Professor recognizes an exceptionally distinguished record of achievement, considerably beyond the level expected of a Full Professor. It is contemplated that only 3 - 5% of all Full Professors on the University of Florida faculty will warrant promotion to the rank of Distinguished Professor. Eminent Scholars are not eligible for promotion to this rank.

Faculty who are promoted to this rank will continue to have the duties of a faculty member, as assigned by the appropriate administrator. In particular, there is no reduction of duties associated with this rank, nor is there special funding of assistantships or other types of financial support. There is a promotional salary increase when the rank is first awarded.

Promotion to the rank of Distinguished Professor requires exceptional performance in at least two of the three areas generally used to assess faculty performance: research (evidence of continuous research improvement), teaching (evidence of involvement with doctoral education), and service. A candidate's performance in any two of these areas must have attracted a strong national or international reputation, as evidenced by his/her curriculum vitae, outside letters of recommendation, and any other materials that the Dean may deem relevant to the case at hand. Because candidates will be evaluated on the basis of differing criteria (e.g. research and service for one person vs. teaching and service for another), there is no presumption that the "relevant" materials will be identical in all cases.

D. Award of the Rank of Senior Lecturer

Faculty in these positions are expected to achieve and maintain effectiveness in their primary area of assignment.

- D. 1 With respect to teaching, excellence will be considered necessary for promotion. The teaching function includes course development, classroom instruction, and counseling students.
- D. 2 With respect to service, the candidate is expected to make significant contributions to the university and to his/her profession. Service may be evidenced by participation in internal governance activities such as university, college, school and departmental functions and participation in the activities of academic and professional organizations.
- D. 3 With respect to research, the candidate is expected to make significant contributions to the research literature if the candidate's assignment involves research. Where the research assignment is largely "applied", a candidate should make significant contributions related to such activities as generating grant money or enhancing outreach activities with supporting clients, for example
- D. 4 In all cases, candidates must show a continued growth in their human capital vis-à-vis their profession and ties to the department. This could be evidenced by participation in scholarly activities such as department workshops and seminars, in continuously improving or developing courses, in professional activities, etc.

E. Award of the Rank of Master Lecturer

Promotion to master lecturer requires evidence of sustained effectiveness in the performance of primary assignment.

- E. 1 With respect to teaching, there must be a sustained record of excellence in courses. The teaching function includes course development, classroom instruction, and counseling students.



- E. 2 With respect to service, the candidate must have continuing evidence of effective service. Service may be evidenced by participation in internal governance activities such as university, college, school and departmental committees and other functions. In addition, professional service such as holding office in professional societies, and participation in activities of academic and professional organizations will be recognized.
- E. 3 With respect to research, the candidate is expected to make significant contributions to the research literature if the candidate's assignment involves research. Where the research assignment is largely "applied", a candidate should make significant contributions related to such activities as generating grant money or enhancing outreach activities with supporting clients, for example.
- E. 4 In all cases, candidates must show a continued growth in their human capital vis-à-vis their profession and ties to the department. This could be evidenced by participation in scholarly activities such as department workshops and seminars, in continuously improving or developing courses, in professional activities, etc.

### *Procedures*

This section primarily focuses upon tenure and promotion procedures and serves as clarification of the college's administration of the general instructions provided by the university's Office of Academic Affairs.

The College of Business Administration requires that candidates considered for tenure and/or promotion to the ranks of senior lecturer, master lecturer, associate professor, professor and distinguished professor be considered at both the academic unit and the Dean levels. In the case of promotion, this would also apply for candidates in equivalent academic positions (i.e., research scholars, etc.).

- F. Letters evaluating the candidate's research contribution will be invited in a manner consistent with the following guidelines:
  - F. 1 For all tenure accruing ranks: At least six (6) letters will be solicited from leading research scholars outside the university who are senior scholars in the candidate's field. The college committee will select the reviewers from names submitted to them by the candidate and the academic unit. The candidate will provide a list of no fewer than four (4) prospective reviewers, along with a description of credentials (as well as special academic or professional relationships between the candidate and the prospective reviewers) from which the college committee will select no fewer than two (2) reviewers. At least four (4) other reviewers are to be suggested to the college committee by the Academic Unit Head, in consultation with the senior faculty of the academic unit, also including a description of credentials and special academic or professional relationships between candidate and prospective reviewers. In unusual circumstances, the Academic Unit Head

may include a maximum of one (1) research scholar currently employed by the University of Florida but outside the College of Business Administration. Descriptions for the reviewers who respond will be included in the official packet. On reviewing the list of prospective reviewers, the college's committee may request the names of additional reviewers.

The Dean will be responsible for the solicitation of letters from reviewers. At least ~~three (3)~~ **(changed to five (5) by University Guidelines in 2005/06)** letters from external reviewers must be received before the voting faculty of the academic unit meet to discuss and vote on the candidate.

- F. 2 For non-tenure accruing ranks (Senior Lecturer or Master Lecturer): At least six (6) letters will be solicited from leading academics within or business professionals within or outside the university who are in the candidate's field. The college committee will select the reviewers from names submitted to them by the candidate and the academic unit. The candidate will provide a list of no fewer than ~~three (3)~~ **four (4)** prospective reviewers, along with a description of credentials (as well as special academic or professional relationships between the candidate and the prospective reviewers) from which the college committee will select no fewer than two (2) reviewers. At least ~~three (3)~~ **four (4)** other reviewers are to be suggested to the college committee by the Academic Unit Head, in consultation with the senior faculty of the academic unit, also including a description of credentials and special academic or professional relationships between candidate and prospective reviewers. Descriptions for the reviewers who respond will be included in the official packet. On reviewing the list of prospective reviewers, the college's committee may request the names of additional reviewers.

The Dean will be responsible for the solicitation of letters from reviewers. At least ~~three (3)~~ **five (5) [change in University Guidelines for 2005/06]** letters from ~~external~~ reviewers must be received before the voting faculty of the academic unit meet to discuss and vote on the candidate.

- F. 3 Solicitation letters to prospective reviewers will follow a standard form, to be provided by the college committee, and will be modified as necessary for variations across academic units. They shall include a statement of the college criteria, an indication of whether or not the candidate has waived his/her right of access to a) the evaluation letters and b) the identity of those providing evaluations, an explanation that the University may not be able to adhere to the confidentiality of the letters should a dispute arise over the promotion and tenure process, and a request that the reviewer provide an assessment of the candidate's research performance. Also, at the option of the candidate, a brief biosketch and statement of research and/or teaching goals may be included. When appropriate, the reviewer may also be asked to comment on the candidate's teaching and service record. Finally, the reviewer will be asked to indicate the basis on which judgments are made and to indicate whether the candidate would likely be promoted or granted tenure at institutions comparable to the University of Florida.

For all candidates, copies of representative publications, creative works, etc., will be included with the letter of solicitation.

F. 4 If a candidate for promotion and/or tenure withdraws from the process or is denied after the solicitation of outside letters and that candidate is considered again in a subsequent year, the college committee should be apprised of the names (but not the content of the letters) of the previous external reviewers. This information will be used in making decisions about whom to contact for a subsequent review. In general, it is expected that the candidate, the Academic Unit Head and the college committee will exercise good faith and good judgment in such an instance.

F. 5 All letters of recommendation received will be included in the packet.

Except under unique circumstances, the procedures described in (A.2) and (A.3) above will be applied in evaluating the tenure potential of candidates for appointment from other institutions.

G. Composition of the Candidate's Promotion (and/or Tenure) Packet

The candidate's promotion and tenure packet should follow the standard order required by the Office of Academic Affairs' tenure and promotion guidelines, and present information in an objective fashion so that the substance of the file is neither diminished nor enhanced by the format. It must include the following materials:

- G 1. The Dean's letter of recommendation.
- G 2. The academic unit head's letter of recommendation (added after the vote of the academic unit).
- G 3. Letters from the reviewers.
- G 4. A statistical summary of teaching evaluations by the faculty member's students are to be provided. This should include:
  - a) the results for the overall rating of instructor scores;
  - b) the results for the question on the amount learned;
  - c) the results for the question on the amount of effort required;
  - d) the results for the question on the difficulty of the subject matter;
  - e) the corresponding mean results for the academic unit and/or college (specifying clearly which comparison is being presented).

A summary of the candidate's grade distributions and peer teaching evaluations are to be provided as well.

NOTE: Any tenure cases with below average teaching must include multiple peer evaluations. The Academic Personnel Board wants to see evidence that the academic units and the candidate were following a plan of self-improvement.

- G 5. Letters approving previous tenure service, when applicable.
- G 6. Copies of the last five annual letters of evaluations by the academic unit head.

- G 7. Any further information (including written statements of research and/or teaching goals, if provided by the candidate, and/or candidate responses.)
- H. In order to provide information to eligible department members in a coherent manner, the Department chairman may appoint a committee to organize and review the candidate's qualifications.

Such a committee should produce a written report that is made available to the eligible department members at least two (2) business days before their first meeting. The written report will make no summary recommendation about the candidate's qualifications, though it may assess the scholarly and professional merits of the candidate's individual accomplishments. This report will become part of the candidate's packet as an attachment to the Academic Unit Head's letter.

The promotion and tenure packet, containing the materials described in item B above (except bios and letters from reviewers where the candidate has waived right of access), must be made available for review by the candidate.

After the candidate has signed the packet to indicate it is complete, the packet (including any written response by the candidate but excluding letters from reviewers) should be made available for review by the appropriate voting members of the academic unit. For a promotion candidate at the lecturer rank, a copy of the teaching portfolio and other materials relevant to assigned duties (i.e. software, service portfolio, publications, etc.); for a promotion and/or tenure candidate at a rank above lecturer, copies of publications, syllabi, final exams and teaching evaluations for the past two (2) years will be available for review as needed or requested. The academic unit head must then call a meeting of the appropriate voting faculty (no sooner than 48 hours after making the packet available to them) to discuss the record. A second meeting, at least one day (24 hours) after the first meeting concludes, of the appropriate voting faculty, will be called to administer a vote by secret ballot on the candidate. The discussions and the materials reviewed must be confidential. The faculty vote must be administered and recorded as required by all relevant rules of the University of Florida. If new materials or information, including the Academic Unit Head's letter and the Dean's letter, but excluding letters from reviewers where the candidate has waived right of access, are added to the packet after the commencement of consideration, a copy must be sent to the candidate who may attach a brief and concise response to the materials.

The Academic Unit Head must add his/her letter on the candidate to the promotion and tenure packet, record the vote, sign the nomination and forward the packet to the Dean.

After the Department vote has been taken and the packet has been forwarded to the Dean, the college committee will meet to discuss and assess the candidate's qualifications in order to provide the Dean with additional information on which to base his/her decision. **In addition to the completed packets and other materials reviewed by the voting departmental faculties, citation information about the candidates' papers, in accordance with predetermined sources and format, will be available to the committee.** The committee will summarize its findings relative to the candidate's qualifications for

promotion and tenure and report to the Dean. The college committee shall provide recorded assessments of whether or not the individual meets the standards for tenure set by the college. [change in University Guidelines for 2005/06]

The Dean will meet with the college committee to discuss his/her reaction to the report. The Dean will make his/her decision. He/she will then meet with the committee to apprise the members of the decision and review the process followed for that year. The Dean will then forward all candidates' packets.

Upon notification of the President's decisions and/or recommendation on promotion and/or tenure nominations, the Dean and the chair of the college committee will report the outcome to the faculty.

## ATTACHMENT A

### Excerpts from the University of Florida guidelines for promotion and tenure and the Florida Academic Code (F.A.C.) :

Certain paragraphs related to promotion and tenure criteria contained within both the F.A.C. (6C1-7.019) and the University guidelines, read as follows:

#### Criteria for Tenure and Promotion

The criteria for promotion or for granting of tenure shall be relevant to the performance of the work which the faculty member has been assigned to do and to the faculty member's duties and responsibilities as a member of the University community. These criteria recognize three (3) broad categories of academic service as follows:

1. Instruction, including regular classroom teaching, direction of theses and dissertations, academic advisement, extension activities, and all preparation for this work including study to keep abreast of one's field.
2. Research or other creative activity including scholarly, peer-reviewed publications.
3. Professional and public service\*

In most cases, all three types of activities mentioned above will be expected, although the ratios may vary widely. Promotion and tenure, in most cases, should require distinction in at least two (2) of the three (3) categories, one of which should be that of the faculty member's primary responsibility, although merit should certainly be regarded as more important than variety of activity. Distinction", as used in this context, means appreciably better than the average college faculty member of the candidate's present rank and field. Reviews of nominations for promotion and tenure shall contain evidence that such a comparative judgment has been made and that letters of recommendation from outside the University have been sought for the evaluation of research and creative or extension service activities.

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\* Earlier, in the section on annual evaluation of the F.A.C. (6C1-7.010 (2)(d) Service), the following is stated:

"...Only those activities which are related to a person's field of expertise or to the mission of the University shall be evaluated. ..."

**Proposal for Provision of Citation Information by Candidates for P & T**  
(T & P Committee; September 7, 2005)

The T & P Committee requests that candidates for promotion and tenure provide citation information about their papers with the following format and guidelines. This information is for the CBA T & P Committee and not part of the official packet that will go forward to the University. The number of citing papers and list of citing papers should be provided for all the candidate's articles, both published and working papers. The format for presenting citation counts is an n by m table like that below, with n equal to the number of the candidate's articles and m-1 equal to the sources of information. The mth column contains the total number of citing papers for each article with redundancies removed by the candidate. The number of columns is determined by the candidate, depending on the candidate's field and thus best sources of citation information. The first column should, however, be the Web-of-Science source, including SSCI but also its other data bases when relevant to the candidate's articles. When the candidate finds it more efficient, an "Other Sources" column can be included that collects small numbers of cites from several sources. Attached to the table a list of the citing papers should be provided for each of the candidate's articles. The number of citing papers listed should equal the number in the "Total" column.

Article	SSCI	Google	Other Sources *	Total
Judge and Cable (2004)	5	1		5
Judge, Boudreau, & Bretz (1994)	60	40		70
Judge, Heller, & Mount (2002)	24	22	5	42

\* Other sources include publication databases such as Proquest, JSTOR, EBSCO, LexisNexis and so on.

Other detail concerning the information provided is:

1. Each entry in the table, other than in the "Total" column, equals the number of citing papers found in the source defining the column, not necessarily the cite count provided by the source. Some sources count multiple cites in the same citing article separately and also count separately cites from different versions of the same citing article (e.g., a working paper version of an article and published version). These redundancies should be removed by the candidate in each entry. As already note, the entry in the "Total" column should then remove redundancies in citing papers that arise from the various sources.
2. The candidate may choose to not list all of their articles and can truncate the number of cites as it grows large. There is no reason to list more than 100 cites to an article for example. In this case, the candidate should enter in the table "> X," where X is the number where the candidate has decided to stop. The intent in providing the information is to help determine if the candidate's research is having an impact, not to quantify super-star performance.

3. Here are some URLs:

Web-of Science:

<http://portal17.isiknowledge.com/portal.cgi?DestApp=WOS&Func=Frame>

Google Scholar: [www.scholar.google.com](http://www.scholar.google.com)

List of multiple data bases: <http://www.uflib.ufl.edu/quick.html>