

Warrington College of Business Administration
Hough Graduate School of Business
School of Business
Fisher School of Accounting

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GENERAL FACULTY MEETING

AGENDA | Tuesday, January 12, 2010 | 4:00 p.m. | Stuzin 102

1. The December 3, 2009 General Faculty Meeting Minutes is presented for faculty approval.
2. Information Item (*to be voted on at the next meeting*): Tenure and Promotion
3. Information Item (*to be voted on at the next meeting*): Faculty By-Laws
4. Other Business
5. Dean's Report

GRADUATE FACULTY MEETING

AGENDA | Thursday, January 12, 2010 | 4:00 p.m. | Stuzin 102 (immediately following the General Faculty Meeting)

1. The December 3, 2009 Graduate Faculty Meeting Minutes is presented for faculty approval.
2. The Masters Committee has approved the following new courses and requests approval by the graduate faculty.

New Courses:

ENT 6130 - Creativity

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

ENT 6905 – Individual Work in Entrepreneurship

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

ENT 6930 – Special Topics

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

ENT 6946 – Entrepreneurial Consulting Project

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

ENT 6957 – International Studies in Entrepreneurship

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

2. Other Business
3. Dean's Report

The Foundation for The Gator Nation

An Equal Opportunity Institution

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GENERAL FACULTY MEETING

MINUTES | Thursday, December 3, 2009 | 4:00 p.m. | Stuzin 101

1. The October 8, 2009 General Faculty Meeting Minutes were presented for approval by the faculty. A motion was made to approve the minutes. The motion was seconded and the faculty voted to approve the minutes as distributed.
2. The Undergraduate Committee approved the following items and presented them to the faculty for approval. A motion was made to approve the new courses and course changes. The motion was seconded and the faculty voted to approve these items as presented.

New Courses:

ENT 4930 – Special Topics

- ◆ Credits: Variable, 1-4; repeatable for up to 8 credits
- ◆ Contact Hours: Variable
- ◆ Description: Special topics in Entrepreneurship related fields of study

GEB 3373 – International Business

- ◆ Credits: 4
- ◆ Contact Hours: 4
- ◆ Description: This course is designed to expose the student to the business environments (culture, politics, laws, and economics) one encounters in other parts of the world; to the tools and skills necessary to analyze the potential of other countries as locations for production, distribution and marketing; to how managing and integrating international operations in many parts of the world differs from the purely domestic focus of many business courses; and to the broad perspective required of successful managers working in international business.
- ◆ Prereqs: MAN 3025 Principles of Management, MAR 3023 Principles of Marketing, and FIN 3403 Business Finance

Course Changes

MAN 4301 – Human Resource Management

- ◆ Change Prereq:
 - Old: MAN 3025 with grade of C
 - New: MAN 3025 Principles of Management with a grade of C or better and MAN 3240 Organizational Behavior with a grade of C or better

Revision of the 3000-4000 Level Restricted Elective Requirements for the following BSBA Majors: Economics, Finance, Information Systems, Management, and Marketing *Current Requirement:* Complete 11-12 credits of 3000-4000 level courses offered by other UF colleges (not WCBA) or 1000-4000 level foreign language courses. Students can take one professional development or professional communication course to fulfill part of the restricted elective

requirement, including GEB 3035 Effective Career Management in Business, GEB 3213 Professional Business Writing in Business or GEB 3218 Professional Speaking in Business.

Proposed Requirement: Complete 11-12 credits of 3000-4000 level courses (beyond the student's business core and major requirements) or 1000-4000 level foreign language courses. Students may only count one non-core/non-major electronic platform course toward this requirement (e.g., GEB 3113, REE 3043, GEB 3035, ISM 3004). Students may use one of the college's professional communication courses toward this requirement if they complete both GEB 3213 Professional Writing in Business and GEB 3218 Professional Speaking in Business.

Adjustment to the Requirements for the Management Major

Current Requirement: MAN 3240 Organizations, Structure and Behavior; MAN 4301 Human Resource Management; MAN 4723 Strategic Management; and two credits of MAN/BUL 3000-4000 electives with a GPA of at least 2.0.

Proposed Requirement: MAN 3240 Organizations, Structure and Behavior; MAN 4301 Human Resource Management; MAN 4723 Strategic Management; and four credits of MAN/BUL 3000-4000 electives with a GPA of at least 2.0.

Adjustment to the Requirements for the Marketing Major

Current Requirement: MAR 3503 Consumer Behavior; MAR 4803 Marketing Management; and four credits of MAR 3000-4000 electives with a GPA of at least 2.0.

Proposed Requirement: MAR 3503 Consumer Behavior; MAR 4803 Marketing Management; and eight credits of MAR 3000-4000 electives with a GPA of at least 2.0.

Adjustment to the Business Core Requirements (BABA & BSBA Majors)

Current Requirement: Seven core courses to include ECP 3703 Managerial Economics

Proposed Requirement: Seven core courses to include GEB 3373 International Business

Adjustment to the Requirements for the Economics Major

Current Requirement: ECO 3203 Intermediate Macroeconomics and 12 credits of 3000-4000 level economics electives with a GPA of at least 2.0.

Proposed Requirement: ECO3101 Intermediate Microeconomics (with a grade of C or better), ECO 3203 Intermediate Macroeconomics, and 12 credits of 3000-4000 level economics electives with a GPA of at least 2.0.

3. Other Business – no items

4. Dean's Report –

- The RCM Model we will be using is frozen in place.
- We should begin using the new budget model in July if everything stays the same.
- We are working to determine revenue and cost by program.
- The June budget will be this year's budget + \$2M + jumpstart money.
- Over time we will end up coming out an additional \$9M over this year's budget.
- We will pay all of our raises.
- Tuition Waivers will be subtracted from the total budget.
- The Incentive Fund was taken out of the RCM.
- Enrollment is on an 18 month lag and with tuition increase on a two year lag.
- The President is considering a raise increase after May.
- The University of expecting no material change in the State budget situation.

A motion was made to adjourn the General Faculty Meeting. The motion was seconded and the meeting adjourned at 4:05 p.m.

GRADUATE FACULTY MEETING

MINUTES | Thursday, December 3, 2009 | 4:00 p.m. | (Stuzin 101 (immediately following the General Faculty Meeting))

1. The October 8, 2009 Graduate Faculty Meeting Minutes were presented for approval by the faculty. A motion was made to approve the minutes. The motion was seconded and the faculty voted to approve the minutes as distributed
2. Other Business – no items
3. Dean’s Report – no items

A motion was made to adjourn the Graduate Faculty Meeting. The motion was seconded and the meeting adjourned at 4:25 p.m.

Attendance: John Kraft, Selcuk Erenguc, Brian Ray, Doug Waldo, Bill Bomberger, Stan Smith, Jonathan Hamilton, Gary McGill, Jane Douglas, Lyle Brenner, Alan Cooke, Richard Lutz, Sanford Berg, Harold Benson, Robert Emerson, Pravenn Pathak, Kenny Cheng, Gary Koehler, Subhajyoti Bandyopadhyay, Bill Rossi, and Joe Alba

2010-2011

**COLLEGE OF BUSINESS ADMINISTRATION'S
SUPPLEMENT TO THE UNIVERSITY PROMOTION AND TENURE POLICY**

(Revised 2/25/98; 9/6/02; 11/02; 8/04; 1/10)

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 associate-in, senior associate-in, senior lecturer or master lecturer.

A Broad View of the Process

For decisions on promotion to the rank of associate-in, the voting faculty consists of all members in the academic unit holding a rank of associate-in, senior associate-in, senior and master lecturer and ranks of associate professor and above; to the rank of senior associate-in, the voting faculty consists of all members in the academic unit holding a rank of senior associate-in, master lecturer and ranks of associate professor and above; for 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 tenure, promotion or 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 **associate-in, senior associate-in**, 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 seventh year 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 seventh year.

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 Associate-In or Senior Lecturer

Faculty in these positions are expected to achieve and maintain effectiveness distinction in their primary area of assignment for a sustained period.

- D. 1 ~~With respect to teaching, excellence will be considered necessary for promotion.~~ The teaching function includes course development, classroom instruction, and counseling students. Teaching with distinction normally includes ensuring that students master rigorous, challenging material.
- 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 include participation in internal governance activities such as university, college, school and departmental functions and participation in the activities of academic and professional organizations. Service may also entail enhancing outreach activities with supporting clients, for example.

- 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. Research with distinction typically entails important contributions to the research literature. Where the research assignment is largely "applied", a candidate should make significant contributions related or to such activities as generating grant money or enhancing outreach activities with supporting clients, for example.~~
- D. 4 ~~In all cases, e~~ Candidates ~~must should~~ show a continued growth in their human capital and active involvement in department or college activities above and beyond their primary area of assignment ~~vis à vis their profession and ties to the department.~~ This Continued growth in human capital 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 or Senior Associate In
- Promotion to ~~master lecturer~~ these positions requires evidence of sustained effectiveness ongoing distinction in the performance of primary assignment for a sustained period as a senior lecturer or equivalent.
- 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. Teaching with ongoing distinction normally includes consistently ensuring that students master rigorous, challenging material.
- E. 2 ~~With respect to service, the candidate must have continuing evidence of effective service.~~ Sustained service may be evidenced by include ongoing 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. Sustained service may also entail ongoing enhancement of outreach activities with supporting clients, for example.
- 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. Ongoing research with distinction typically entails ongoing important contributions to the research literature. Where the research assignment is largely "applied", a candidate should make significant contributions related or 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 and active involvement in department or college activities above and beyond their primary area of assignment ~~vis à vis their profession and ties to the department.~~ This Continued growth in human capital 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.

Within the College of Business, due to the homogeneous nature of all departments and disciplines, the college's clarification of the general instructions provided by the university's Office of Academic Affairs supersedes the need for departmental based clarifications.

The College of Business Administration requires that candidates considered for tenure and/or promotion to the ranks of **associate-in, senior associate-in**, 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.

- 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 seven (7) 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 five (5) 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 make selections with the intent that one half will come from the candidate's list. At least five (5) 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 additional reviewers.

The Dean will be responsible for the solicitation of letters from reviewers. At least five (5) 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 (associate-in, senior associate-in, lecturer or master lecturer): At least seven (7) 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 five (5) 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 make selections with the intent that one half will come from the candidate's list. At least five (5) 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 additional reviewers.

The Dean will be responsible for the solicitation of letters from reviewers. At least five (5) letters from 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.
- G 2. The academic unit head's letter (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).

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. Peer teaching evaluations are to be provided as well.
- G 6. Letters approving previous tenure service, when applicable.
- G 7. Copies of the last five annual letters of evaluations by the academic unit head.
- G 8. Any further information:

- a summary of the candidate's grade distributions.
- including written statements of research and/or teaching goals, if provided to the candidate, and/or candidate responses.

H. In order to provide information to eligible department members in a coherent manner, the Department chairman **may** **is strongly encouraged to** 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~~ **However, the report should** assess **thoroughly** 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 - 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. 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.

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 Administrative 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 programs, 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.... In most cases, promotion and tenure should require distinction in at least two of the three 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 in the categories shall be defined by each college. The College of Business defines "distinction", as used in this context, as 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.

* Earlier, in the section on annual evaluation of the F.A.C. [C1-7.010 (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."

**BYLAWS OF THE FACULTY
OF THE
WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION
UNIVERSITY OF FLORIDA**

Adopted by the Faculty

May 21, 1988

Revised September 7, 1988

Revised May 28, 1989

Revised November 21, 1996

Revised April 2001

Revised September 2002

November 2002

July 2003 (updated for institutional consistency)

November 2006

July 2008 (updated for institutional consistency)

December 2009 (revised and updated for institutional consistency)

CONTENTS

- Section 1. COLLEGE ORGANIZATION AND PURPOSE
- Section 2. THE FACULTY OF THE WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION
- Section 3. THE GRADUATE FACULTY OF THE WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION
- Section 4. UNIT ORGANIZATION
- Section 5. MEETINGS OF THE FACULTY
- Section 6. **EXECUTIVE SUMMARY OF** ADMINISTRATORS' MEETINGS
- Section 7. COMMITTEES
- Section 8. STUDENT COUNCIL
- Section 9. INTERPRETATION AND AMENDMENTS

1. COLLEGE ORGANIZATION AND PURPOSE

1.1 The Warrington College of Business Administration is one of the basic degree-granting units of the University of Florida.

1.2 The mission of the Warrington College of Business Administration is:

To serve students, businesses, alumni, and government by providing educational and research programs that enhance leadership and competence among business people and provide solutions for important business problems. We accomplish this mission by generating new knowledge through our research and disseminating knowledge to our students and alumni as well as the academic and business communities of the world.

1.3 The academic units of the College are: **The Hough Graduate School of Business, The School of Business**, The Fisher School of Accounting; and the departments of Economics; Finance, Insurance and Real Estate; Information Systems and Operations Management; Management; and Marketing.

1.4 The chief executive administrative officer of the College shall be the Dean, who is responsible to the President of the University for administration of the College and shall be the agent of the faculty for the execution of education policy.

1.5 The Dean may appoint such associate and assistant deans, directors and assistants as the **Dean** deems necessary to the effective accomplishment of the **Dean's** goals, subject to the approval of the President and the Board of Trustees. The Dean may establish, with approval of appropriate officers of the University, Centers that further the research, teaching and service mission of the College.

2. THE FACULTY OF THE WARRINGTON COLLEGE OF BUSINESS ADMINISTRATION

2.1 Composition

The faculty of the College shall consist of all members who hold the ranks of lecturer or above, or the equivalent, in academic ranks in the academic units of the College; non-teaching officers of research or extension who hold the rank or rank-equivalent of lecturer or higher in the College; members of the faculty of another college who teach regularly in the College as part of their duties, when so appointed by specific action of the deans concerned; and the Dean, Associate Deans, Assistant Deans, of the College and the President of the University, as voting ex-officio members

2.2 Appointment of Faculty Members

Nominations for the appointment of faculty members shall be made by the academic unit heads and shall be submitted to the Dean for approval or rejection.

In the event of approval, the nomination should be transmitted to the President.

2.3 Recommendation for Promotion and/or Tenure of Faculty Members

Recommendations for promotion and/or tenure of faculty members shall be made in accordance with, and policies outlined in, the University of Florida Constitution, Senate Bylaws, Warrington College of Business Administration Guidelines, Fisher School of Accounting Guidelines.

2.4 Academic Programs

Subject to the limitations of higher approval, the faculty of the College shall exercise control over the academic affairs of the College. These are defined to include:

- (a) requirements for admission and graduation;
- (b) form of degrees to be conferred;
- (c) arrangement and content of the curricula;
- (d) recommendations of students who are to be granted degrees.

The faculty of the Fisher School of Accounting shall exercise control over (a), (b), (c), and (d) with respect to the undergraduate and masters degree programs of the School.

3. THE GRADUATE FACULTY

3.1 Graduate Programs in Business Administration

The Graduate Faculty of the College is known collectively as Graduate Programs in Business Administration.

3.2 Composition

All members of the faculty of the Warrington College of Business Administration who have been appointed by the Graduate School to membership in the Graduate Faculty of the University shall be considered members of the Graduate Faculty and Graduate Programs in Business Administration.

3.3 Duties

The Graduate Faculty of the Warrington College of Business Administration shall have all powers and duties relating to graduate students and programs that the College faculty has with respect to undergraduate students and programs under these bylaws and in cooperation with the Graduate School of the University of Florida.

4. UNIT ORGANIZATION

4.1 Definition

The department is the fundamental unit of academic administration within the College, as it is within the University. The head of a department is a chair. A school shall be a unit subordinate to a college and is organized for a special program of studies. The head of a school is a director. Academic unit heads are subject to the supervision of the Dean of the College.

4.2 The academic unit head is to be nominated by the Dean of the College after consultation with a committee of the unit elected by its tenured members. The academic unit head shall be responsible for budgetary matters, physical facilities and personnel matters in their jurisdiction, in consultation with their faculty, and shall call such meetings as are necessary for the faculty to exercise its general responsibility for the academic program as provided in Section 4.5 below.

4.3 In conjunction with the periodic evaluation of academic units, called for by the University of Florida Constitution (Article IV, Section 3 [D]), the Dean shall consult members (defined in section 4.4 below) of each academic unit, individually and confidentially, for an opinion on the continuance of its academic unit head. This consultation shall take place at intervals concurrent with the term of appointment of the academic unit head. An academic unit head shall be appointed by the Dean for terms of from three to five years.

4.4 Members of Academic Unit Faculty

The members of an academic unit shall be all those faculty members who hold the rank of lecturer or higher in the academic unit budget and such other persons who teach in or do research in the academic unit and are accepted by academic unit vote.

4.5 Program

The program of an academic unit shall be conducted by the faculty through an academic unit head who shall have general responsibility for the teaching, research and service activities of the unit.

5. MEETINGS OF THE FACULTY

5.1 The Dean, or such person as the Dean shall designate, shall preside at all faculty meetings.

5.2 A member the Dean's administrative staff shall serve as secretary to the faculty and shall keep a permanent record of its proceedings. Draft minutes shall be circulated to members of the faculty for consideration at a subsequent faculty meeting and are subject to approval by the faculty at the subsequent meeting. The faculty shall elect annually a parliamentarian for the faculty meetings.

- 5.3 Both the College faculty and the Graduate Faculty shall meet in separate meetings at least once each semester, excluding the summer semester. Faculty meetings shall be called by the Dean with advance notice of at least ten working days or by the Faculty Advisory Committee with advance notice of at least ten working days. Faculty members and faculty committees may request items to be placed on the agenda in the form of a written request to the Dean. Such requests must be made at least five working days prior to the meeting. Curriculum changes must have been considered by the appropriate committee in order to be placed on the agenda. Written copies of the proposed changes in curriculum must be distributed to the faculty at least five working days in advance of each meeting.
- 5.4 A quorum shall consist of one-third of the voting faculty members in residence. The absence of a quorum does not invalidate actions of the faculty in an otherwise regular faculty meeting unless a call for quorum count is made by a faculty member in attendance at the meeting and an objection is raised in the meeting to an action to be taken in the absence of a quorum. The quorum call and objection must be made prior to vote on the item. In the event of a quorum call and a failed quorum, the faculty cannot take valid action on the item that is the subject of the call and objection.
- 5.5 Voting shall be limited to the faculty of the College. No **one** who is a candidate for an advanced degree in the College is entitled to vote.
- 5.6 Roberts' Rules of Order shall guide the conduct of faculty meetings. The presider of the meeting, on the advice of the parliamentarian, will rule on any point of order raised in the meeting.
- 5.7 An agenda shall be prepared and circulated at least five working days in advance of each meeting. By a vote of two-thirds of the faculty members in attendance, non-agenda items may be added and discussed, but no action may be taken on these items. These non-agenda items must be available in writing and be distributed at the beginning of the meeting. However, no new degree programs, new concentrations in existing degree programs, or curriculum changes shall be considered as non-agenda items by the faculty.
- 5.8 When circumstances warrant, at the discretion of the dean or a majority of the Faculty Advisory Committee, the faculty of the College may vote by email. The faculty must be given a period of five days to vote. If any member of the faculty raises an objection to an email vote, the issue must be voted upon at a meeting of the faculty of the College.

6. **EXECUTIVE SUMMARY OF ADMINISTRATORS' MEETINGS**

- 6.1 The Dean, Associate Deans, Academic Unit Heads and Program Directors will meet at least twice each semester.

7. COMMITTEES

- 7.1 There shall be the following standing committees of the College and Graduate faculty.

~~College Welfare Committee~~

Faculty Advisory Committee

Information Resources Committee

Master of Business Administration (MBA) Committee

Ph.D. Committee

Promotion and Tenure Committee

Research Committee

Specialized Graduate Programs Committee

Teaching Committee

Undergraduate Committee

For matters relating to the undergraduate and masters level academic programs of the Fisher School of Accounting, the functions of the above committees shall be performed by committees of the faculty of the Fisher School of Accounting.

- 7.2 Faculty members will be appointed to the University Senate, Sabbatical Evaluation Committee, search committees, and other university-directed committees, as directed by the appropriate university authorities.
- 7.3 Unless otherwise stated, faculty appointments to committees with terms greater than one year will be staggered.

(Statements of the nature of functions of the college committees are shown on the following pages.)

COLLEGE WELFARE COMMITTEE

Membership:	Nine members: one faculty member from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads; and one undergraduate student, one MBA student and one Ph.D. student, (students are non-voting) appointed by the Dean from nominations made by Directors of Academic Programs.
Chair:	Elected by the committee for a one year term.
Secretary:	Elected by the Committee for a one year term.
Ex-Officio:	Senior Associate Dean and the Director or the Assistant Director of the School of Business.
Term of Membership:	Two year term for faculty members. One year term for student members.
Purpose and Function:	To advise and recommend policy on matters related to minority affairs.
Regular Meetings:	None.
Other Meetings:	When called by Chair with reasonable notice to members.
Agenda:	Prepared by Chair, made available to members prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting of the Committee and, when the minutes have been approved by the Committee, will distribute them to the Dean and faculty.
Other:	The Chair will prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Office of the Dean.

FACULTY ADVISORY COMMITTEE

- Membership:** Twelve members, two members from each of the academic units, will be elected by the faculty. Membership is restricted to tenured faculty. Faculty members in dean, director, or academic unit head positions are not eligible. All faculty members eligible to vote in a faculty meeting are eligible to vote for the membership from their academic unit. Ballots will be sent by the Dean's office to each department with a vacancy; all faculty eligible to serve will be listed on the ballot; voting will be handled electronically.
- Chair:** Elected by the Committee for a one-year term.
- Secretary:** Elected by the Committee for a one-year term.
- Term of Membership:** All members shall serve a two-year term. Terms will be staggered. Each year, six members will be elected. An eligible faculty member may serve no more than two consecutive terms, but is otherwise eligible for service at any time.
- Purpose and Function:** To serve as an elected representative body of the faculty with elected leadership. The FAC is charged, together with the Dean, with:
- 1) developing and overseeing the implementation of shared governance in the College;
 - 2) developing, with the College administration, the continuing strategic plan of the College; and
 - 3) periodic evaluation of the effectiveness of shared governance in the College. In addition, the FAC provides a forum for advice to and consultation with the Dean regarding College policies.
- In addition, the committee advises and recommends policy to the College administration and faculty on matters related to the overall welfare of the faculty, students, and administrators of the College. This charge includes, but is not limited to, consideration of means to foster freedom of academic inquiry and expression, equity, **minority affairs** and academic ethics in the common life of the College and its members.
- On a majority vote of the committee, the chair may call a general meeting of the faculty.
- Regular Meetings:** **None.**
- Other Meetings:** When called by the Chair with reasonable notice to members.

Minutes: The secretary shall prepare minutes of each Committee meeting and, when the minutes have been approved by the Committee, shall distribute the minutes to the Dean and to the faculty.

Other: The Chair will prepare an annual report of the work done by the committee and will distribute the report to the Dean and faculty.

Resources Available: Office of the Dean

INFORMATION RESOURCES COMMITTEE

Membership:	Six members: one from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Senior Associate Dean and the Director of Information Technology (non-voting).
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	To enhance the acquisition and use of information and communications resources, including computer databases and technology, library resources, and telecommunications.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with one week notice to members.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, will distribute the minutes to the Dean and faculty.
Other:	The Chair will prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Office of the Senior Associate Dean.

MASTER OF BUSINESS ADMINISTRATION (MBA) COMMITTEE

Membership:	Six members: one member of the graduate faculty from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Associate Dean for Graduate Programs and the Director of the MBA Program (non-voting).
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	The MBA Committee oversees the development, management, and review of all important aspects of the MBA Programs. Specific activities include (but are not limited to) course and program development, curriculum, formulation of student admission and placement strategies, student relations, and budgets. The committee will make recommendations to the Dean, Program Director, and CBA faculty regarding all significant aspects of the MBA programs. The committee recommends to the faculty new courses or courses to be discontinued and minimum admissions and degree requirements for the MBA degree.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with one week's notice to members, or unanimous consent.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting of the Committee and, when the minutes have been approved by the Committee, will distribute them to the Dean and faculty.
Other:	The Chair shall prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Office of the Director of the MBA program.

Ph.D. COMMITTEE

Membership:	Seven members: one graduate faculty member from each academic unit, selected in a manner determined by the faculty of each academic unit and nominated to the Dean by the academic unit head; and a chairperson.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Senior Associate Dean (non-voting)
Term of Membership:	Two-year term for faculty members.
Purpose and Function:	Responsible for overseeing the development, management, and review of the Ph.D. programs of the College. Specific activities include (but are not limited to) making recommendations to the Dean, the program directors, and the CBA faculty with respect to course and program development, formulation of admission and placement strategies, new courses and courses to be discontinued or courses to be discontinued, and policies related to budgeting.
Regular Meetings:	None.
Other Meetings:	When called by the Chair on one week's notice to members.
Agenda:	Prepared by Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall distribute the minutes to the Dean and graduate faculty.
Other:	The Chair will prepare an annual report of the work done by the Committee and will distribute it to the Dean and faculty.
Resources Available:	Office of the Senior Associate Dean.

PROMOTION AND TENURE COMMITTEE

Membership:	Six members: three elected by tenured faculty; three appointed by the Dean. There shall be at least one faculty member from each academic unit on the committee. Tenured full professors, except heads of academic units, are eligible for membership. Only tenured faculty members are eligible to vote. Ballots will be sent by the Dean's office to all tenured faculty; all faculty eligible to serve from the areas that have a vacancy will be listed on the ballot; voting will be handled electronically.
Chair:	Elected by the Committee for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Term of Membership:	All members shall serve a three-year term. Terms will be staggered. Each year one member will be elected and one member will be appointed. An eligible faculty member may serve no more than two consecutive terms, but is otherwise eligible for service at any time.
Purpose and Function:	To serve in a "fact-finding" capacity to assist the Dean in his evaluation of: <ul style="list-style-type: none">a) candidates for tenure and promotion, including candidates for new appointments of associate and full professor from academic units;b) three-year reviews for progress toward tenure;c) performance improvement plan as part of a sustained performance review.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with one week's notice.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	None
Other:	The Chair will prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Office of the Dean.

RESEARCH COMMITTEE

Membership:	Six members of the tenured faculty: three elected; three appointed by the Dean. There shall be one faculty member from each academic unit on the committee. Tenured full professors, except heads of academic units, are eligible for membership. Only tenured and tenure track faculty members are eligible to vote. Ballots will be sent by the Dean's office; all faculty eligible to serve from the areas that have a vacancy will be listed on the ballot; voting will be handled electronically.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Term of Membership:	All members shall serve a two-year term.
Purpose and Function:	The committee is charged with encouraging and aiding research; recommending criteria for the administration of research grants and programs, as requested; assisting in the selection of award recipients, as requested; identifying and/or evaluating recommendations for major interdisciplinary research initiatives for the College; soliciting and evaluating faculty research proposals for College research support. A Fisher School of Accounting standing committee shall perform these functions with respect to the research program of the School.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with at least one week's notice.
Agenda:	Prepared by the Chair, made available to members one week prior to meeting.
Minutes:	The secretary will prepare minutes of each Committee meeting and, when the minutes have been approved by the Committee, shall distribute the minutes to the Dean and faculty.
Other:	The Chair shall prepare an annual report of the work done by the Committee and distribute it to the Dean and faculty.
Resources Available:	Office of the Senior Associate Dean

SPECIALIZED GRADUATE PROGRAMS COMMITTEE

Membership:	Seven members: one member of the graduate faculty from each academic unit, selected in a manner determined by the faculty of each academic unit and nominated to the Dean by the Academic Unit Heads; and a chairperson.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Associate Dean for Graduate Programs (non-voting)
Term of Membership:	All members shall serve a two-year term.
Purpose and Function:	Recommends to the faculty new courses or courses to be discontinued and minimum admission and degree requirements for masters degrees other than the MBA and the MAcc. These matters may originate with the Committee or reach the Committee through recommendations by academic units, other faculty committees, the student council, or individual faculty members or students.
Regular Meetings:	None.
Other Meetings:	When called by the Chair on one week's notice to members.
Agenda:	Prepared by Chair, made available to members one week prior to meeting.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, distribute the minutes to the Dean and faculty.
Other:	The Chair will prepare an annual report of the work done by the Committee and will distribute it to the Dean and faculty.

TEACHING COMMITTEE

Membership:	Eight members: one from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads; one Undergraduate student and one MBA student , appointed by the Dean from nominations made by the Directors of the School of Business and the MBA Program.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Term of Membership:	Two-year term for faculty members. One-year term for student members.
Purpose and Function:	To encourage and aid quality teaching and to facilitate the evaluation of teaching.
Regular Meetings:	None.
Other Meetings:	When called by the Chair with reasonable notice to members.
Agenda:	Prepared by the Chair, made available to members prior to the meetings.
Minutes:	The secretary shall prepare minutes of each meeting and, when the minutes have been approved by the Committee, shall distribute the minutes to the Dean and faculty.
Other:	The Chair will prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Secretarial resources of the academic units and the Copy Center of the Warrington College of Business Administration. Computer and Research Assistant time required to conduct analyses.

UNDERGRADUATE PROGRAMS COMMITTEE

Membership:	Eight members: one faculty member from each academic unit, appointed by the Dean from faculty members nominated by academic unit heads; and two undergraduate students (non-voting), appointed by the Dean from nominations made by the Director of the School of Business.
Chair:	Appointed by the Dean for a one-year term.
Secretary:	Elected by the Committee for a one-year term.
Ex-Officio:	Director of the School of Business.
Term of Membership:	Two-year term for faculty members. One-year term for student members.
Purpose & Function:	<p>The Undergraduate Programs Committee oversees the development, management, and review of all important aspects of the undergraduate degree programs. Specific activities include (but are not limited to) course and program development, curriculum, formulation of student admission and placement strategies, student relations, and budgets. The committee will make recommendations to the Dean, Director, and CBA faculty regarding all significant aspects of the undergraduate programs. The committee recommends to the faculty new courses or courses to be discontinued and minimum admissions and degree requirements for the BSBA and BABA degrees.</p> <p>Committees of the Fisher School of Accounting shall perform all of the above functions for the undergraduate programs of the Fisher School of Accounting.</p>
Regular Meetings:	None.
Other Meetings:	When called by the Chair with reasonable notice to members.
Agenda:	Prepared by the Chair, made available to members prior to the meetings.
Minutes:	The secretary shall prepare minutes of each meeting of the Committee and, when the minutes have been approved by the Committee, shall distribute the minutes to the Dean and faculty.
Other:	The Chair shall prepare an annual report of the work done by the Committee and distribute the report to the Dean and faculty.
Resources Available:	Undergraduate Programs Office.

8. **STUDENT COUNCIL**

The faculty of the College shall recognize an appropriately constituted student council (referred to as the Business Administration College Council) to set up formal regularized communication among the College's student body, faculty, and administration. The faculty of the Fisher School of Accounting shall recognize an appropriately constituted student council (referred to as the Fisher School of Accounting Council) to set up formal, regularized communication among the School's student body, faculty, and administration. Other academic units may recognize appropriately constituted student organizations to improve communications among students, faculty and administration.

9. **INTERPRETATION AND AMENDMENTS**

- 9.1 The faculty, through action in regular or called meetings, shall by majority vote be the final authority on interpretation of these bylaws.
- 9.2 Amendments to these bylaws may be proposed and discussed at a meeting of the faculty as regular agenda items and may not be added as a non-agenda item. They shall then be rewritten as necessary, based on discussion at the faculty meeting, redistributed to the faculty and placed on the agenda for the next faculty meeting for action. If passed by a majority of those attending, the amendment becomes effective at once unless otherwise stated. However, amendments to bylaws cannot be made during a summer term. Written copies of proposed changes in the College bylaws must be distributed to the faculty at least five working days in advance of any meeting at which they are considered.

Warrington College of Business Administration
Hough Graduate School of Business
Thomas S. Johnson Entrepreneurship Masters Program

255 Stuzin Hall
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Gainesville, FL 32611-7168
352-273-0337
352-846-2170 Fax
www.cba.ufl.edu/mse

November 9, 2009

Memorandum

To: Respective Department Chair
WCBA Master's Committee
Graduate School Curriculum Committee

From: David H. Boneparth, Assistant Director



Re: Creation of New ENT Courses

Attached are UCC1 forms to create the courses listed below. These courses serve as core courses in the MS-Entrepreneurship Program, required courses as part of the WCBA's Graduate Certificate Programs, and elective courses for students in the Hough Graduate School of Business. A list of these courses can be found below with respective information.

Note: The WCBA is in the process of converting all Entrepreneurship courses with prefixes GEB and FIN to the ENT prefix. The creation of the ENT69XX courses is part of this process.

Key: SA = Summer A; SB = Summer B; M = Module

ENT6130 – Creativity – Offered one time a year. (SB)

ENT6905 – Individual Work in Entrepreneurship – Offered 6 times a year. (SA,SB,M1-4)

ENT6930 – Special Topics in Entrepreneurship – Offered 6 times a year. (SA,SB,M1-4)

ENT6946 – Entrepreneurial Consulting Project (known as GatorNest) – Offered 6 times a year. (SA,SB,M1-4)

ENT6957 – International Studies in Entrepreneurship (for credit abroad) – Offered 6 times a year.
(SA,SB,M1-4)

Thank you.

PART 1: TO BE COMPLETED BY THE INSTITUTION

Institution Name: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code: Finance, Insurance & Real Estate; 1706000		
Recommended SCNS Course Identification:				
Discipline (SMA) 139	Prefix ENT	Level 6	Course Number 130	Lab Code _____
Institution's Course Title: Creativity				
Effective Term and year course will first be offered: Fall 2010				
Amount of Credit: 2	Contact hour base 2 or Headcount _____		If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed _____ minimum / _____ maximum credit within a semester	
Course Description (attach a course syllabus): To explore the fundamental tools used to make both individuals and organizations more creative and innovative.			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.) None				
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 checked="" type="checkbox"/> Introductory <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced				
Department Contact, Telephone Number, Email Address and PO Box:				(Date)
David H. Boneparth, 3-0337, PO 117168		dbonepar@ufl.edu		 11/3/09
College Contact, Telephone Number, Email Address and PO Box:				(Date)
Sharon Haughton, 2-8436x1225 ³⁻³²²⁵, PO 117150		sharon.haughton@cba.ufl.edu		

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: _____

SYLLABUS

Course Title: ENT 6130 - Creativity

Location: Stuzin 102

Course Web Site: ELS Vista

Instructor: William J. Rossi
Clinical Professor of Entrepreneurship
Tel: (352) 273-0334
E-Mail: william.rossi@cba.ufl.edu

Students Invited: Limited to: Traditional MSE 2009/10 Cohort

Required Text: *The Art of Innovation*; Tom Kelley; ISBN: 0-385-49984-1

Required Readings: HBR article: The Hard Work of Failure Analysis
Case: Cirque du Soleil – Parts A & B

Recommended Collateral Readings:

- *Weird Ideas That Work*; Robert I. Sutton
- HBR article: The Discipline of Innovation (Drucker)
- Teaching for Creativity: Two Dozen Tips; Robert Sternberg and Wendy M. Williams;
http://www.cdl.org/resource-library/articles/teaching_creativity.php
- *Orchestrating Collaboration at Work*; Arthur B. VanGundy and Linda Naiman
- *Ideas Are the Currency of the New Economy*; Linda Naiman
- *Creativity, Innovation and Problem Solving*;
<http://www.quantumbooks.com/Creativity.html>
- *When Sparks Fly*; Dorothy Leonard and Walter Swap

Teaching Assistant: Abhi Lokesh

Course Objectives:

1. To explore the fundamental tools used to make both individuals and organizations more creative and innovative.
2. To examine in depth the role of failure, challenging assumptions and creating value in the creativity process.

3. To examine the creativity process and the organizational environment in several organizations recognized as creative and innovative.
4. To work in a team on a creative project.
5. To work as an individual on a creative project.
6. To explore innovative ways of creating value.
7. To examine some best practices in managing creative organizations.

Course Overview: Every problem is an opportunity for a creative, innovative solution. The larger the problem, the larger the opportunity. Ideas are the input driver for the creative process. However, not all ideas are good ideas, and not all good ideas are good opportunities. There are ways of examining the difference.

Because the creative process is driven by ideas, the chance of that process successfully generating an effective, innovative solution to a particular problem varies in direct proportion to the number of ideas that are generated as possible solutions to that problem. There are exercises that can be practiced that will increase the idea generation rate. Brainstorming is one example that most people know. But there are an endless number of brainstorming types, and there are many tools beyond brainstorming that also work.

There are things, commonly called *blocks*, which limit the generation of new ideas, or at least reduce the idea generation rate. The good news though is that these blocks can typically be cleared.

The course is organized around class discussions, workshops, projects, both individual and team-based, cases, a field trip and visiting experts. It will be very interactive, and is designed to be based in experiential learning. You *must* be very involved through active participation to get the most out of this course. Your final grade will be a motivator for this as participation is a significant component of the final grade. The level of ambiguity that you will face in this course will be excruciatingly high and likely very substantially higher than you have experienced in any previous course. But creativity is not a linear process, and teaching it does not lend itself to clear, precise directions. Recognize that ambiguity will be high; you'll do fine.

Each student's grade in the class will be determined as follows:

Four team based projects	50%
Two individual projects	30%
Individual participation	20%

These projects will be discussed in detail in the first class meeting.

Grade breakdowns are as follows:

- a. A = 94%
- b. A- = 90

- c. B+ = 87%
- d. B = 84%
- e. B- = 80%
- f. C+ = 77%
- g. C = 74%
- h. Etc.

University of Florida grading policy is specified below:

Letter Grade	A	B+	B	C+	C	D+	D	E	WF	I	NG	S-U
Grade Points	4.0	3.5	3.0	2.5	2.0	1.5	1	0	0	0	0	0

- Class Outline:
- I. Creativity tools (I & II)
 - II. The role of failure
 - III. Challenging assumptions
 - IV. Opportunity recognition and creating value
 - V. Building creativity teams
 - VI. Observation lab
 - VII. Building a creative culture

Class Schedule: Attached

ADA STATEMENT: *The University of Florida provides high-quality services to students with disabilities, and we encourage you to take advantage of them. Students with disabilities needing academic accommodations should 1) Register with and provide documentation to Disability Resources (<http://www.dso.ufl.edu/drp/>), and 2) Bring a letter to the instructor from this office indicating that you need academic accommodations. Please do this within the first week of class.*

ACADEMIC HONOR SYSTEM:

The Honor Code: *We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.*

Pledge: *On all work submitted for credit by students of the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."*

Please note that violations of this Academic Honor System will not be tolerated. Specifically, I will rigorously pursue incidents of academic dishonesty of any type. Before submitting any work for this class, please read the policies about academic honesty at <http://www.dso.ufl.edu/judicial>, and ask me to clarify any of its expectations that you do not understand.

Warrington College of Business Administration
Hough Graduate School of Business
Thomas S. Johnson Entrepreneurship Masters Program

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Gainesville, FL 32611-7168
352-273-0337
352-846-2170 Fax
www.cba.ufl.edu/mse

November 9, 2009

Memorandum

To: Respective Department Chair
WCBA Master's Committee
Graduate School Curriculum Committee

From: David H. Boneparth, Assistant Director



Re: Creation of New ENT Courses

Attached are UCC1 forms to create the courses listed below. These courses serve as core courses in the MS-Entrepreneurship Program, required courses as part of the WCBA's Graduate Certificate Programs, and elective courses for students in the Hough Graduate School of Business. A list of these courses can be found below with respective information.

Note: The WCBA is in the process of converting all Entrepreneurship courses with prefixes GEB and FIN to the ENT prefix. The creation of the ENT69XX courses is part of this process.

Key: SA = Summer A; SB = Summer B; M = Module

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ENT6905 – Individual Work in Entrepreneurship – Offered 6 times a year. (SA,SB,M1-4)

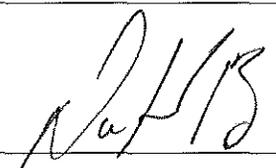
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ENT6946 – Entrepreneurial Consulting Project (known as GatorNest) – Offered 6 times a year. (SA,SB,M1-4)

ENT6957 – International Studies in Entrepreneurship (for credit abroad) – Offered 6 times a year.
(SA,SB,M1-4)

Thank you.

PART 1: TO BE COMPLETED BY THE INSTITUTION

Institution Name: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code: Finance, Insurance & Real Estate; 1706000		
Recommended SCNS Course Identification:				
Discipline (SMA) 139	Prefix ENT	Level 6	Course Number 905	Lab Code _____
Institution's Course Title: Indiv. Work in Entrepreneurship				
Effective Term and year course will first be offered: Fall 2010				
Amount of Credit: VAR	Contact hour base VAR or Headcount _____		If Repeatable Credit or Variable Credit: 8 total repeatable credit allowed _____ minimum / 4 maximum credit within a semester	
Course Description (attach a course syllabus): Individual work in an Entrepreneurship related topic.			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 checked="" type="checkbox"/> yes <input type="checkbox"/> no	
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) None				
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 checked="" type="checkbox"/> Introductory <input checked="" type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced				
Department Contact, Telephone Number, Email Address and PO Box:				(Date)
David H. Boneparth, 3-0337, PO 117168		dbonepar@ufl.edu		 11/3/09
College Contact, Telephone Number, Email Address and PO Box:				(Date)
Sharon Haughton, 2-8436x1225 ³⁻³²²⁵, PO 117150		sharon.haughton@cba.ufl.edu		

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: _____

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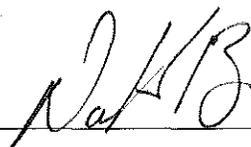
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Institution Name: University of Florida	Institutional Code: 001535	Instructional Unit or Department Name, Department Code: Finance, Insurance & Real Estate; 1706000	
Recommended SCNS Course Identification:			
Discipline (SMA) 139	Prefix ENT	Level 6	Course Number 930 Lab Code _____
Institution's Course Title: Special Topics			
Effective Term and year course will first be offered: Fall 2010			
Amount of Credit: VAR	Contact hour base VAR or Headcount _____		If Repeatable Credit or Variable Credit: 8 total repeatable credit allowed 1 minimum / 4 maximum credit within a semester
Course Description (attach a course syllabus): Special topics in Entrepreneurship related fields of study.			
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) None			
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 checked="" type="checkbox"/> Introductory <input checked="" type="checkbox"/> Intermediate <input checked="" type="checkbox"/> Advanced			
Department Contact, Telephone Number, Email Address and PO Box:			(Date)
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Thank you.

PART 1: TO BE COMPLETED BY THE INSTITUTION

Institution Name: University of Florida		Institutional Code: 001535	Instructional Unit or Department Name, Department Code: Finance, Insurance & Real Estate; 1706000	
Recommended SCNS Course Identification:				
Discipline (SMA) 139	Prefix ENT	Level 6	Course Number 946	Lab Code _____
Institution's Course Title: Entrepreneurial Consulting Project - referred to as Gator Nest				
Effective Term and year course will first be offered: Fall 2010				
Amount of Credit: 2	Contact hour base 2 or Headcount _____		If Repeatable Credit or Variable Credit: _____ total repeatable credit allowed _____ minimum / _____ maximum credit within a semester	
Course Description (attach a course syllabus): To teach entrepreneurship by working the through real problems of real companies. To teach team dynamics, goal setting, and project management in an unscripted environment. To aid the economy by producing value-adding solutions to business problems.			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 checked="" type="checkbox"/> yes <input type="checkbox"/> no	
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) None				
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				
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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: _____

Course Title:

GatorNest
FIN 6930

Office hours:

By appointment

Instructor:

Ted Astleford
Tel: (352) 273-0335
Fax: (352) 846-2170
E-Mail: ted.astleford@cba.ufl.edu

Students Invited:

Graduate students (masters, PhDs, etc.) from all disciplines and colleges. Other students will be enrolled at the discretion of the instructor.

Course Objectives:

1. To teach entrepreneurship by working through real problems of real companies.
2. To teach team dynamics, goal setting, and project management in an unscripted environment.
3. To aid the Gator Nation's economy by producing value-adding solutions to business problems posed by UF professors, departments, alumni, and students.

Course Overview:

GatorNest provides students with an opportunity to immerse themselves in the day-to-day struggles of a real business, and the opportunity to use what they've been learning in school to help alleviate those struggles (i.e. to learn business management by doing it).

Other professional graduate level programs require students to observe and execute real-world tasks before being on their own. They call it "residency". Business students have the opportunity for internships, but these are usually not an opportunity to practice much needed management skills. It is time to set the textbooks aside, roll up your sleeves, and real value for real businesses.

Teams of 4-6 students are assembled to do fundamental consulting for:

1. Startup companies in the area
2. Professors with inventions (via the Office of Technology Licensing)
3. Students with business ideas
4. Companies worldwide employing UF alumni

Tactics used are those of the most successful startup consulting businesses in the nation. Essentially those are: observing the business, brainstorming solutions/goals, prototyping those solutions, testing the prototype, and implementing.

Results of a successful project include:

1. effective collaboration/teamwork,
2. creation of clear and meaningful vision/goals,
3. delivery of a roadmap to success.

These results usually take the form of sections of a traditional business plan such as:

- Market Analysis to determine the volume of demand
- Competition Analysis to determine the extent to which the market is already being served
- Financial Forecasting to determine how much capital is needed and when it will be needed
- Plan of Execution to implement the team's recommendations

Meeting Times:

Each group has a different weekly meeting time with the instructor and/or the client. These meetings are for strategy and review. During these meetings you will:

1. Review the last week's action items
2. Review the long term goals of the project
3. Determine the next week's action items

Typically these meetings last an hour and a half. The bulk of the work and research is done by the team outside of this weekly meeting. The times for additional meetings are determined by the group so they do not interfere with your other classes and/or work.

General Class Outline:

Week 1 – Introduction to the problem (usually by the client)
Week 2 – Project mapping & goal setting
Week 3 – Research & reporting
Week 4 – Research & reporting
Week 5 – Draft & review
Week 6 – Research & reporting
Week 7 – Presentation of deliverables

Other Policies:

Students are treated as employees of a consulting business. Punctuality, attendance, and quality of work are what counts. If you're going to be late or absent, let your team members know in advance and make sure your responsibilities are taken care of anyway. If you are absent, but your work is complete and handed in anyway, your grade will suffer very slightly. If you are absent, you didn't let anyone know, and your work is incomplete or nonexistent your grade will suffer greatly.

Dress Code:

When meeting with the client, students are expected to dress in business casual attire. When meeting with the instructor without the client, students can dress how they like with the following exception: no sleeveless t-shirts. Please use your own discretion regarding your clothing's printed messages and images.

Regarding students with disabilities:

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the instructor when requesting accommodation.

Honesty:

Adherence to the UF Academic Honesty Guidelines, including the Student Honor Code, is expected. In completing the application for admission to UF, every student has signed the following statement: "I understand that the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University."

Software Use:

All faculty, staff and students of the University of Florida are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida, pledge to hold our peers and ourselves to the highest standards of honesty and integrity.

Counseling:

Resources are available on campus for students having personal problems or lacking clear career and academic goals, which interfere with their academic performance. These resources include: University Counseling Center, 301 Peabody Hall, 392-1575, personal and career counseling; Student Mental Health, Student Health Care Center, 392-1171, personal counseling; Sexual Assault Recovery Services (SARS), Student Health Care Center, 392-1161 ext. 231, sexual assault counseling; and Career Resource Center, Reitz Union, 392-1601, career development assistance and counseling.

Grading:

Weekly individual quality of work: 42.5%

Team Grade / Final Report: 50%

Peer evaluation: 7.5%

Part 1

- Everyone starts out with 25 points.
- You get 2 points for attending each meeting*. (16) possible
- You get 1 point for showing up on time. (8) possible
- You get 2 points for finishing your weekly assignment. (16) possible
- You get 2 points for presenting your weekly assignment in a professional manner. (16) possible
- You get 2 points for filling out the Peer Evaluation. (4) possible
- At the end of the project each team member will grade the other team members according to the peer evaluation. A=15, B=10, C=5, Below C=0

Please be aware of the implications of this grading process. You cannot get an A unless you are consistently on time to every meeting with your assignments completed and presented professionally.

Part 2

At the end of your project your group's final result will be assessed by the instructor and the client. We will judge it as:

- Does not meet expectations (75) C
- Meets expectations (85) B
- Exceeds expectations (95) A

Final Calculation

The grades from Part 1 & 2 are weighted equally. They are averaged to produce the final grade.

Please be aware of the implications of this grading process. If your group's final report/product does not meet expectations (no matter who is at fault), it is highly unlikely that you will get an A.

96 and above = A
90-95 = A-
87-89 = B+
84-86 = B
80-84 = B-
77-79 = C+
74-76 = C
70-73 = C-
67-69 = D+
64-66 = D
60-63 = D-
59 and below = E

See <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html> for information on how this translates to grade points.

*NOTE: Attendance at group meetings set up outside of the structured weekly meeting is not optional. If you agree to be at an outside meeting and don't show up you'll have 2 points deducted.

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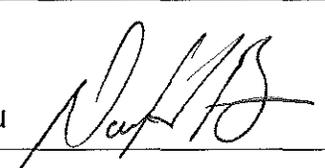
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Recommended SCNS Course Identification:				
Discipline (SMA) 139	Prefix ENT	Level 6	Course Number 957	Lab Code _____
Institution's Course Title: International Studies in Entrepreneurship				
Effective Term and year course will first be offered: Fall 2010				
Amount of Credit: VAR		Contact hour base VAR or Headcount _____		If Repeatable Credit or Variable Credit: 8 total repeatable credit allowed 1 minimum / 4 maximum credit within a semester
Course Description (attach a course syllabus): Academic credit for courses taken overseas.				
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 checked="" type="checkbox"/> yes <input type="checkbox"/> no				
Prerequisites: (This form does not update ISIS or registration prerequisite checking.) None				
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 checked="" type="checkbox"/> Associate of Arts <input type="checkbox"/> Baccalaureate <input checked="" type="checkbox"/> Graduate Study <input type="checkbox"/> Other (specify):				
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