



UNIVERSITY OF
NORTHERN COLORADO

Monfort College of Business

MCB Handbook

This handbook was reviewed during the summer of 2022. The next comprehensive review will be in the summer of 2024.

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Section 1: MCB Vision, Mission, and Values

Vision Statement

To be a world-class provider of business education that prepares and inspires our students, alumni, and stakeholders to be successful in their careers and in life.

Mission Statement

The Monfort College of Business prepares students for leadership and successful careers through immersive learning and a student-centered career development series.

We support our mission by:

- Equipping students with the necessary knowledge, tools, and inspiration to reach their potential
- Advancing business practice through quality research
- Promoting entrepreneurship
- Providing professional engagement within the community

Values

Excellence – We strive for excellence in all that we do.

Integrity – We are committed to creating and promoting a culture based on ethics and morality.

Respect – We treat all students, faculty, staff, and members of the community with respect in order to foster an environment of trust, mutual respect, and diversity of thought.

Accountability – To achieve excellence, we must hold each other accountable. We must be responsible and expect the best from each other.

Community – We partner with the community to achieve our mission and vision.

Success – We provide students with the skills, tools, and opportunities to have successful careers.

Importance of Integrity in the Workplace

Integrity is crucial in the workplace environment as it fosters positive workplace culture. Staff are expected to practice and maintain integrity through open and honest conversations, polite communication, and respect toward colleagues. Further, it is critical to demonstrate responsible behavior, work diligently, and lead by example. Staff should act with integrity and maintain College values in the workplace when executing MCB's Mission and Vision. Policies are designed in order to guide us to the best practice.

Pillars of Excellence

Teaching is our primary purpose. We strive to provide the highest quality of education to students by having academically and professionally qualified faculty and staff who blend theoretical foundations with practical applications.

Scholarship is valued in all forms that advance our technology by promoting academic currency and impactful dissemination of business knowledge. Each discipline defines its research balance based on a discipline-specific focus.

Service provides value to our stakeholders including students, colleagues, the College, the university, the academic discipline, and both local and international communities.

MCB Goals

1. Recruit and retain a high-quality student population while maintaining a balance between quality and quantity.
2. Sustain a high-quality curriculum that positively impacts students' future careers.
3. Provide innovative learning environments for our students.
4. Recruit and retain high-quality faculty and staff.
5. Maintain adequate financial resources.
6. Continue to improve the quality of MCB facilities and technology.
7. Engage stakeholders to develop and maintain a reputation consistent with our program excellence.

Section 2: MCB Diversity Plan

MCB is committed to providing a welcoming, supportive, and productive learning and working environment for all students, faculty, and staff. As a member of the University of Northern Colorado, MCB strives to uphold the diversity vision of the University. The following MCB diversity plan aligns with the UNC diversity plan:

Goal 1: Foster a welcoming and inclusive campus climate

- MCB will continue to build relationships with DECA and FBLA high school counselors from Colorado high schools to provide information they can pass along to their students to make the students' transition to UNC and MCB as smooth and welcoming as possible.
- MCB will continue to support UNC initiatives to foster a welcoming and inclusive campus climate, such as supporting UNC's cultural centers' activities.

Goal 2: Recruit diverse students, faculty, and staff

Students

- MCB recruits students through outreach activities such as FBLA and DECA state conferences and e-mail campaigns to participating students.
- MCB strongly supports UNC recruitment efforts by participating in University and College recruitment initiatives, some targeted at underrepresented populations.

- MCB will continue to fund scholarships for students with financial needs, some targeted at underrepresented student populations.

Faculty

- MCB follows the AA/EO regulations to ensure a fair faculty search process.
- MCB advertises faculty positions nationally through a wide variety of sources to reach as many potential recruits from underrepresented populations as possible.

Staff

- MCB follows the AA/EO regulations to ensure a fair staff search process.
- MCB follows UNC regulations for filling staff positions. When appropriate, MCB advertises staff positions through a wide variety of sources to reach as many potential underrepresented populations as possible.

Goal 3: Retain underrepresented students, faculty, and staff

Students

- The MCB Advising and Success Center provides a welcoming environment where all students may ask questions or be academically advised.
- MCB's Retention and Outreach Coordinator hosts retention initiatives and serves as liaison to all incoming students.
- MCB student organizations include and welcome all students to join and participate.

Faculty

- MCB works to retain qualified faculty, including underrepresented members, by providing them with an outstanding work environment – supportive of teaching, research, and service endeavors. Research support is in the form of grants, summer research/teaching grants, and sabbaticals, all available to qualifying faculty, making the work environment both supportive and intellectually stimulating.
- MCB provides faculty mentors for all new faculty and any other faculty who may need mentoring in teaching and/or research.
- MCB and UNC have orientation sessions for new faculty to inform them of policies, procedures, and benefits.

Staff

- MCB retains qualified staff by providing an outstanding work environment, including the tools, training, and professional development opportunities required to excel at MCB. Reference Section 2 for Professional Development.

Goal 4: Integrate diversity into curriculum

- MCB integrates the concept of diversity into courses. Issues related to diversity are specifically discussed in courses such as Legal Environment of Business, Management of Organizations, Human Resource Management, and Consumer Behavior.
- MCB specifically integrates global perspectives into the curriculum through the Global Business minor and courses such as Multinational Financial Management, International Management, and Global Marketing Strategies.

- MCB participates in UNC's International Ambassadors program (a mentoring program pairing UNC students with international students).
- MCB facilitates international student and faculty exchanges.

Goal 5: Create mutually beneficial partnerships with Greeley and surrounding communities

- MCB faculty and students work within Greeley and surrounding communities on student projects, such as Small Business Counseling.
- MCB encourages faculty, staff, and students to be engaged in Greeley and in surrounding communities through volunteer and service opportunities.
- MCB supports entrepreneurship and small businesses in Northern Colorado through the Small Business Development Center (SBDC) and UNC BizHub.
- MCB supports BizHub financially as well as through faculty and student consults.
- MCB faculty and staff support community high schools through guest lecturing, judging competitions, and hosting student visits to MCB.
- MCB maintains membership and participates in the Greeley Chamber of Commerce and its sponsored activities.
- MCB encourages partnerships with area high schools and community Colleges in curriculum development, delivery, extra-curricular programs, and guest speakers.

Goal 6: Increase professional development opportunities to enhance teaching and learning through diversity and thus the campus climate

- The Monfort Executive Professor Program seeks speakers for the Monfort Executive Speaker Series. These speakers typically engage with faculty, staff, students, and the local community.
- MCB encourages faculty, staff, and students to attend and support UNC-hosted diversity forums, seminars, workshops, and trainings.
- MCB participates in faculty and student international exchange programs to enhance both the facilities' and students' experience at UNC.

Goal 7: Assess the outcomes of diversity efforts

- MCB reviews University-generated data to monitor progress toward diversity goals.
- MCB reviews retention rates of underrepresented faculty, staff, and students and addresses any issues if they arise.

Section 3: MCB Continuous Improvement Model

To provide a framework for continuous improvement, MCB adopted a quality management model that considers the basic stakeholders and resources of a business school, a set of critical processes that lead to improvement and a set of assessments to monitor and evaluate these processes. This model guides the College in its pursuit of continuous improvement.

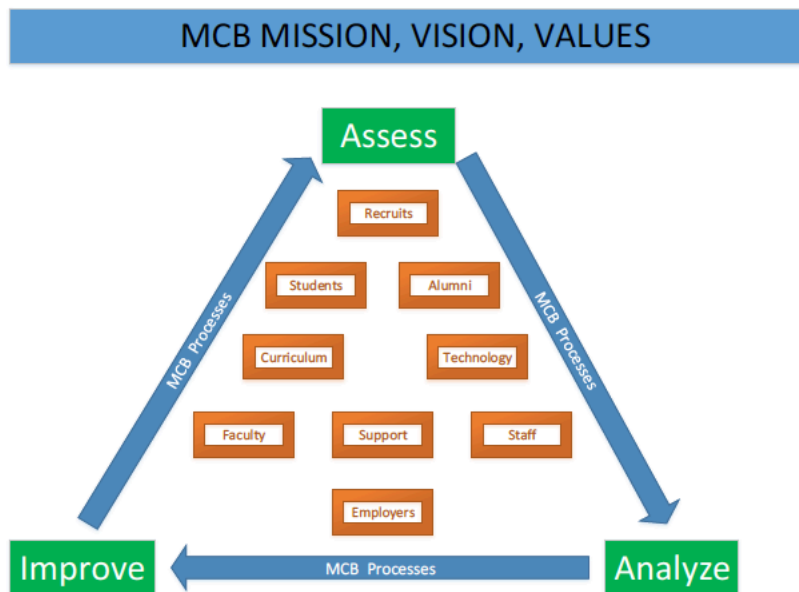


Figure 1: MCB Continuous Improvement Model

Section 4: Administrative Professionals

Classification

University employees are defined as state classified personnel, administrative professionals, or members of faculty. Both administrative professionals and faculty are exempt from the State Classified Personnel System.

Administrative professionals are positions that are exempt from the State Classified Personnel System but are not members of faculty. Specific classification of a given position as an administrative professional can be coordinated with the Office of Human Resources.

Business Conduct

Faculty and staff are expected to know and adhere to MCB policies and procedures. Further, all MCB employees are expected to hold themselves accountable for their actions. This practice can lead to thoughtful and response-driven conversations with colleagues rather than repeating poorly observed behaviors. With that being said, it is our responsibility as colleagues to understand that people make mistakes, however, we should do our best to guide and mentor each other to behave ethically. All employees should speak of colleagues in a positive manner rather than spread gossip or rumors. Leadership by example is fundamental to both individual and team success.

Communication

To remain timely and professional regarding communication, faculty and staff should routinely check their Outlook inbox as well as Microsoft Teams for any kind of communication. It is important to practice proper business communication etiquette when communicating in the workplace. Employees are encouraged to be punctual, professional, and aware to their audience.

When using email, it is encouraged to include a subject line, address the recipient, repeat question asked (if any), answer questions with necessary information (if applicable), and a professional conclusion. Remember to carefully read the email before sending to ensure accuracy. Please do not use aggressive or condescending tones, use derogatory language, or use professional communication platforms as a form of gossip.

Zero Tolerance Policy

MCB has a Zero Tolerance Policy for illegal, unethical, or unprofessional behavior. Sexual harassment, racism, and other forms of discrimination and inappropriate behavior will not be tolerated. These behaviors will be counseled and/or disciplined by the Dean and/or the Central Human Resources Office, dependent on the circumstance.

Scheduling a Conference or Meeting Room

For scheduling rooms, seek out a Student Faculty Support Specialist or the Business Operations Manager to inquire utilizing 25live.

Professional Development

Each year, full-time MCB staff employees are eligible for professional development grants up to \$1,000 per fiscal year, given that funds continue to be available. Appropriate use of funds includes but is not limited to participation in seminars or conferences, or costs of course work, including reference materials are eligible for reimbursement when the course enhances the staff member's ability to fulfill his or her assigned duties or take on additional duties. Part-time staff will be eligible for professional development grants proportionate to their FTE. For example, a 0.75 FTE will be eligible for \$750 per year and 0.50 FTE is eligible for \$500 per year, etc. All professional development grants must be approved by the appropriate supervisor as well as the Dean. Professional development funds do not roll over to the next academic year if unused.

Section 5: Code of Ethics and Open Door Policy

Code of Ethics

MCB's Code of Ethics was designed to define the ideal morale of the College and heighten moral awareness of faculty, staff, and students. As a professional, respectful communication towards colleagues and responsible behavior are expected. To provide general guidance, MCB utilizes the Daniels Fund Ethics Initiative Principles:

Integrity

Act with honesty in all situations

Trust

Build trust in all stakeholder relationships

Accountability

Accept responsibility for all decisions

Transparency

Maintain open and truthful conversations

Fairness

Engage in fair competition and create equitable and just relationships

Respect

Honor the rights, freedoms, views, and property of others

Rule of Law

Comply with the spirit and intent of laws and regulations

Viability

Create long-term value for all relevant stakeholders

Open-Door Policy

Open-door policies foster a free exchange of interaction and provide an informal approach to communication and collaboration. MCB strives to maintain a positive work environment for all faculty, staff, and students. To help achieve this goal, MCB has developed an Open-Door Policy that encourages open communication, discussion, and feedback regarding any matter of importance to any staff, faculty member, or student. Supervisors should be free to talk to staff about any issue raising concern.

Section 6: Dress Code

MCB policy requires faculty and staff to dress neatly and appropriately at all times, and maintain proper personal hygiene. In general, the dress code for employees is business casual. Employees are urged to use common sense and sound judgement when selecting work attire. During the summer months, dress code policy is more lenient and laid back due to temperatures and lack of traffic through the building.

General Guidelines

- All clothing should be clean and in good shape. Refrain from wearing clothing with significant tears, rips, or holes, even if it is the current fashion.
- Employees should maintain an appropriate level of bodily hygiene to ensure pleasant interactions with colleagues, students, or visitors.
- Work attire should be professional without being too casual or revealing.

Section 7: Office Schedule

Dean’s Office Schedule

MCB Deans Office Hours	8:00am-5:00pm, Monday-Friday
MCB Program Offices’ Hours	
Academic Year	8:00am-5:00pm, Monday-Friday
Summer	8:00am-1:00pm, Monday-Friday

Office Coverage

MCB staff provides support for students, faculty, and visitors. Every effort will be made to have staff available during regular office hours. Student workers provide support for staff and many cover offices when staff are out of the office during regular office hours. Staff must have the approval of their direct supervisor for vacation time, sick leave, or comp time.

Staff Office hours

Staff members should reasonably schedule set dates and times by which they will be available in their office. During this specified time, staff members will be expected to be in their office in order to meet and collaborate with colleagues and/or students.

Faculty Office Hours

Faculty and teaching MCB administrators are expected to schedule office hours each week for meeting with students in Kepner hall, as detailed below. During the fall and spring semester, faculty must be available in their offices during posted hours whether teaching in face-to-face, hybrid, or online course formats. During interim and summer sessions, faculty teaching face-to-face, or hybrid classes must schedule and hold regular, in-house office hours. If a faculty’s office hours change during exam week, students should be informed of the change, and faculty are responsible for being available during those hours. Faculty teaching interim and summer online courses must schedule and hold office hours via email or other appropriate means.

Any deviation from the office hour policy must be approved by the appropriate Program Chair.

- Teach 9+ hours (3 classes).....5 office hours/week.
- Teach 6+ hours (2 classes).....3 office hours/week/
- Teach 3+ hours.....2 office hours/week.

Faculty office hours should be held at times convenient for students. Student-related course releases are counted as classes, and faculty should hold office hours accordingly. That is, faculty teaching two courses with a one-course student-related class release should hold a minimum of 5 office hours/week.

Any permanent changes to posted office hours should be communicated in writing to administrative staff and students. If unavailable during posted office hours for professional reasons, faculty should communicate the change to students via necessary and appropriate means.

One week prior to the beginning of each term, faculty must forward their scheduled office hours to their Program Chair via course outlines. Chairs or their designee will audit the office hours to assure compliance to the office hour policy stated above. These hours will be then posted on each faculty member's door and in Digital Measures by the SFSS. These hours will then be populated on the MCB Faculty & Staff Directory web page by the MCB Director of IM&T.

Office Assignments

All vacant Kepner business offices will be assigned by the Dean or the Business Operations Manager. The following rules will generally apply in the assignment of vacant offices:

- First choice of vacant offices will be given to faculty with the earliest date of tenure. Once all tenured faculty have been assigned offices, first choice of vacant offices will be given to tenure-track faculty, then to qualified contract-renewable faculty with the most years of seniority. If more than one faculty member has the same years of seniority, prioritized factors considered will be rank, date of hire, and proximity to the Program office.
- Remaining offices will be assigned to contract-renewable, adjunct faculty, and staff.

Section 8: Leave Time and Comp Time

Illness or Emergency

In the case of illness or an emergency when an office must be unstaffed, please notify the Deans Office and arrange for office coverage if need be. Staff should update their Outlook calendar and set up automatic email responses directing persons needing assistance.

Vacation & Leave Time

Office staff should coordinate vacation and leave time with other support staff so they may maintain office coverage. Vacation and leave requests require approval from the appropriate supervisor. All time out of the office should be noted in the individual's Outlook calendar and on their monthly leave report.

“Comp” Time

MCB policy limits the accumulation of “comp” time for classified and exempt staff to a MAXIMUM of 20 hours. This policy has changed due to U.S Department of Labor rules effective 12/01/2016. Adjustments to the policy may be made in the future as UNC adopts campus-wide policies. Time that is eligible as comp time is any extra hour(s) that are worked to cover the office in the event of an emergency, illness, special circumstance, or events as determined by one’s direct supervisor. Every effort should be made to take these hours off during the week that the comp time was earned, or the following week will be allowed. In general, staff are expected to work their regularly assigned times for the purposes of office coverage during normal business hours. “Comp” time will not be granted for duties usually performed during normal work hours or for work done at home.

Section 9: MCB Committees

Faculty Representative Committees

Faculty participate in the MCB governance by serving on one of the College’s faculty representative committees. Members of these recommending committees act for the faculty at large. They are empowered by the faculty to make decisions that would otherwise be reserved for vote of the entire faculty. The six faculty committees are the AOL Committee, Undergraduate Curriculum Committee, Graduate Committee, Faculty Affairs Committee, International/Global Affairs Committee, and the Student Affairs Committee.

MCB committee members are elected by their respective academic discipline areas, and up to two ex officio, non-voting members are appointed by the Dean, usually the Associate Dean and a staff member. Monfort Executive Professors and term faculty may represent their respective programs if they are elected by the program faculty. These committees act in an advisory capacity to the Administrative Council. Department representatives are elected to a 3-year term and are limited to two consecutive 3-year terms.

The committee Chair will be elected from among the academic program representatives. The exception to the above Chair election process is the Dean’s appointment of the Chair for the AOL Committee. They may also serve as their programs’ representative.

At the beginning of each year, the Dean and Associate Dean create the annual committee charges. Committee Chairs meet with the Dean and Associate Dean to discuss the charges and the timeline.

Committee deliberation and decisions are reported to program faculty during the representatives’ regular program meetings, at the general faculty and staff meetings, and through meeting minutes available on SharePoint.

Assurance of Learning (AOL) Committee

This committee determines procedures, collects data, and makes recommendations to the programs in relation to the assurance of learning activities undertaken by the College. Membership in the AOL committee consists of one faculty representative from each department, and the Associate Dean as ex officio. The Chair of the committee is appointed by the Dean and represents their department as a voting member of the committee.

Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee has responsibility for matters related to MCB undergraduate programs, BSBA and BS Software Engineering; this includes but is not limited to new courses, prerequisites for courses, review and creation of areas of emphasis, program benchmarking, ETS review, analysis and feedback, impact of the University curricular changes on MCB programs, etc.

Membership consists of one faculty representative from each department, the Associate Dean as ex officio, and the Director of Advising as a non-voting member. The committee Chair will be elected annually from the membership by voting members.

Graduate Committee

This committee advises the Dean and faculty on matters related to curriculum and educational innovation of MCB graduate programs. The Graduate Committee has primary responsibility for MCB's graduate programs. This includes, but is not limited to new courses, prerequisites for courses, admission requirements, review and creation of areas of emphasis, program benchmarking, analysis and feedback, impact of University curricular changes on MCB programs, etc. Membership in the Graduate Committee consists of one faculty representative from each department and the Graduate Coordinator as ex officio.

Faculty Affairs Committee

The Faculty Affairs Committee has primary responsibility for MCB faculty development, personnel qualifications, performance and resources, faculty awards, faculty appeals of administrative action not covered by another appeal process, etc. This committee also provides leadership in Faculty Development Process Reviews. Only "voting faculty" as defined in the UNC Board of Trustees manual are eligible to represent their department and/or program. Membership consists of one faculty representative from each department.

International/Global Committee

This committee has responsibility for the development and maintenance of study abroad experiences, both short and long-term. It oversees current exchange programs with international business programs and offices. When available, the committee awards scholarship funds to study abroad students. This committee consists of one faculty member from each department.

Student Affairs Committee

The Student Affairs Committee has MCB responsibility for student continuation and disciplinary policies, student appeals, evaluation and recommended actions based on student surveys, etc. The committee consists of one faculty member from each department. The ex officio for this committee is either the Director of Advising or the freshman Advisor.

Deans Committees

Administrative Council

The Dean, Program Chairs, Graduate Programs Director, and the Associate Dean serve on this committee. It provides overall administrative guidance (e.g. budgets, schedules, current concerns of the College) and acts as the primary responding body of the Dean. This council reviews and advises the Dean and faculty on recommendations provided by the College committees, considering the MCB Mission Statement, Vision, and Values. The Administrative Council also serves as the College's primary strategic planning group and periodically reviews the College's Strategic Plan and its Mission, Vision, and Values statements. The Dean serves as the Chair of this council, and the Dean's SFSS will serve as the recording secretary.

Dean's Leadership Council (DLC)

The Dean's Leadership Council recommends strategies to accomplish the College's mission of delivering an excellent business education. This committee is made up of external stakeholders, primarily alumni from different MCB program areas. Other members are strategically selected to advise the Dean on areas of MCB interest. This committee advises the Dean on how the College can meet the challenges of the changing educational and business environment. The DLC recommends strategies to enhance the College's visibility and facilitate interaction with the Colorado business community.

Section 10: Student Organizations

The Monfort College of Business actively supports student organizations that foster the mission of the College. All student organizations must seek recognition from Monfort College of Business, the Student Representative Council, and the University.

Guidelines for Recognition

The MCB Student Affairs Committee is responsible for reviewing and making recommendations to the Dean on matters related to student organizations. A petitioning organization is required to submit to the Student Affairs Committee the following information for consideration, when applicable:

1. The purpose and the objectives of the student organization
2. A brief history of the organization
3. Location of the home office and location of other campus chapters
4. Expenses associated with membership
5. Responsibilities of each member of the organization

6. The student officer positions within the organization
7. Sample publication
8. Description of activities and programs planned
9. Faculty advising representative

Recognition by the College

Student organizations recognized by MCB must have an active faculty advisor. Each recognized student organization is allowed to participate in all MCB/CSC activities, including reasonable use of College facilities. Use of College facilities must be cleared through the Dean's office.

Loss of Recognition

The Student Affairs Committee may recommend the removal of recognition to the Dean if the committee believes the student organization is not fulfilling its original objectives or is damaging to the reputation of the College and other student organizations.

Section 11: Social Media Policy

Social media can be a fun and expressive way to stay in contact with distant relationships, share life experiences, and express personal opinions. However, use of social media presents certain risks to the workplace environment. To assist in responsible use of social media, MCB has established a Social Media Policy that applies to all faculty and staff employees. The policy holds that MCB employees post appropriate and respectful content. It is prohibited to post any kind of internal report, contract, or other confidential information relating to UNC or MCB. Further, employees are expected to only express their personal opinions and not represent themselves as a spokesperson for MCB.

Section 12: Resources

Various resources are available to faculty and staff.

Mediation

Johnny Armijo, the UNC Ombuds, is a great resource for solving organizational problems. He is an independent, unbiased, and confidential resource for all UNC employees. The primary activities of an Ombudsman are complaint processing, education and training, and consulting. Johnny does not report consultations to anyone and is a useful resource for overcoming workplace challenges.

Johnny Armijo

<https://www.johnnyarmijo.com/>

Located in the President's House/Division of Diversity, Equity, and Inclusion
1862 10th Ave, Greeley CO 80639

Central Human Resources

UNC's Central HR office is here to support employees from orientation to retirement and everything in between. For questions or concerns regarding hiring, compensation/contracts, benefits, leave/disability, training and development, evaluations and grievances, or personal relations, feel free to reach out to the office.

Central HR

<https://www.unco.edu/human-resources/>

Carter Hall ROOM?

MCB Dean's Office

For concerns regarding time out of the office or general workplace questions, the Dean's office is available. Connect with the Deans SFSS if need be.

MCB Dean's Office

www.mcb.unco.edu

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