

THE UNIVERSITY OF AKRON
COLLEGE OF BUSINESS ADMINISTRATION

GEORGE W. DAVERIO SCHOOL OF ACCOUNTANCY

**GUIDELINES FOR REAPPOINTMENT, PROMOTION, AND
TENURE**

Originally approved unanimously by School of Accountancy faculty on September 28, 2006

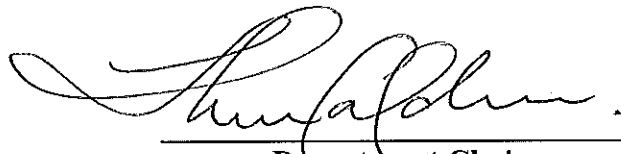
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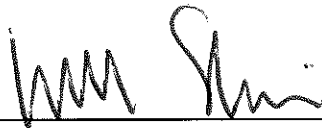
Date



CBA Dean

7/12/10

Date



University Provost

7/16/10

Date

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GUIDELINES FOR REAPPOINTMENT, PROMOTION, AND TENURE

The UA-Akron AAUP Collective Bargaining Agreement (CBA) contains processes, timelines and procedures for the Reappointment, Tenure and Promotion (RTP) of Bargaining Unit members, and should be referred to for such matters. This document serves to enumerate the **minimum** criteria for reappointment/tenure/promotion in the George W. Daverio School of Accountancy. These criteria may include quantitative and/or qualitative measures, and meeting these minimum criteria does not guarantee a positive recommendation. Nothing contained in this document can conflict with the CBA or University rules.

INTRODUCTION

Candidates for RTP must adhere to all applicable eligibility requirements and probationary periods as defined in the Collective Bargaining Agreement (CBA). The School of Accountancy shall follow University-wide procedures for reappointment, tenure, and promotion and comply with the calendar (timetable) as defined in the CBA.

Ultimately, the RTP of bargaining unit members is subject to the approval of the Board of Trustees of The University of Akron. Notice of Board of Trustees approvals shall occur as set forth in the CBA.

The School of Accountancy uses five criteria for consideration in RTP decisions. These criteria are in full compliance and accord with the CBA. These criteria have been formally approved by at least two-thirds of the School of Accountancy bargaining unit members. Each faculty member shall be given a copy of these guidelines upon being hired and shall receive annual feedback on their progress toward RTP based upon each of the five criteria.

Due consideration to these five criteria will allow for responsible evaluation of a faculty member's past accomplishments, as well as the likelihood for continuing contribution and success. Further, the accomplishments of the faculty member should contribute to the mission of the School, the College and the University.

These guidelines, which consist of five criteria and related processes, are designed to be applied equitably and will be followed prudently by the faculty. While each of the five criteria must be considered, a faculty member's evaluation on each criterion (and their respective subcategories) will differ depending upon whether the decision involves reappointment, promotion, or tenure.

The School of Accountancy seeks a balance in faculty effort between teaching, intellectual contribution, and service; significant contributions are expected in all three areas. A candidate's activity in each of the five criteria will be evaluated by the appropriate committee. The achievement of any one or any group of the subcategories is not, however, to be construed as automatic accomplishment of the criterion.

Criteria for RTP

1. Level of Scholarship
 - a. an earned doctoral degree
 - b. professional certification
 - c. other earned advanced degrees
 - d. academically qualified based on AACSB standards

2. Quality of Teaching
 - a. ability to present material to the student and to achieve student involvement
 - b. course innovation and implementation
 - c. effective management of educational responsibilities
 - d. ongoing efforts toward self-improvement of teaching
 - e. effective teaching as evidenced by a faculty teaching portfolio
 - f. advising and mentoring students about the profession.

3. Intellectual Contributions – Quality of Research and Scholarly Activity
 - a. Scholarship as appropriate to the School of Accountancy, including:
 - (i) Publications (refereed journal articles, research monographs, textbooks, other publications or creative works)
 - (ii) Papers presented, panel memberships and workshops at academic and professional conferences
 - (iii) Grant funding and/or development activity (grant proposals and awards)
 - (iv) Papers discussed and critiques rendered at scholarly meetings
Other activities providing evidence of intellectual contributions (e.g. presentations at School of Accountancy research workshops or CBA guest speaker presentations, etc.)
 - (v) Professional recognition for scholarship
 - b. Professional Development & Continued Study
 - (i) courses, seminars, and workshops for professional self-improvement
 - (ii) faculty internships in teaching/research area
 - (iii) documented ongoing efforts toward self-improvement related to the discipline

4. Quality of Professional, University and Community Service
 - a. Quality of Professional Service
 - (i) offices held in professional societies or organizations
 - (ii) active participation on committees of professional societies and organizations
 - (iii) sessions chaired or moderated at scholarly meetings
 - (iv) participation in academic and professional organizations
 - b. Quality of Community Service
 - (i) professional assistance to governmental units, charitable, and service organizations
 - (ii) professional assistance to business organizations
 - (iii) speaking engagements
 - c. Quality of University, College, and Department Service
 - (i) active service on committees
 - (ii) organization and preparation of seminars, conferences, etc.
 - (iii) service/advisor to students, student organizations, or alumni organizations

- (iv) career advising/mentoring for students not enrolled in one's own classes
- (v) curricular development within the department, college and/or university
- (vi) participation in activities related to accreditation
- c. effective administration and supervision of part-time faculty, graduate and/or student assistants, staff or others, when applicable
- d. service as a mentor for junior faculty

8. Professional Conduct

- a. professional conduct as defined
 - (i) in the School of Accountancy's Statements on Ethical Conduct
 - (ii) in such University policies and rules Sexual Harassment, Conflict of Interest, Conflict of Commitment, Scholarly Misconduct, and Ethical Conduct, Professional Responsibilities, Affirmative Action, Alcohol Policy, Drug Free Workplace, and other applicable university rules
 - (iii) by the "Statement on Professional Ethics" as published by the American Association of University Professors, other professional ethics policies as approved by the American Association of University Professors committee B on professional ethics published by the American Association of University Professors
 - (iv) by disseminated codes of conduct and ethics as defined by the accounting profession.
- b. cooperation in departmental, College and University matters
- c. ability to work with and relate professionally to colleagues and students

1. Material for the RTP File

- A. As part of the faculty member's submissions to the appropriate RTP committee, he/she should submit summary statements of teaching, research, and service accomplishments and future plans. Candidates must complete a comprehensive dossier reflecting the entire spectrum of teaching, research, service, and outreach activities along with all appropriate supporting documents. A candidate's file should also include all documents listed in CBA, to aid committee decisions.
- B. The format of the RTP dossier must comply with the format required in the Appendix at the end of this document.
- C. It is the responsibility of an RTP candidate to provide appropriate evidence that he or she satisfies criteria for reappointment, tenure, or promotion, as applicable.

2. Annual Reappointment

Normally, tenure-track candidates for reappointment shall have the terminal degree by the date of their appointment. If an appointment is made prior to the completion of the terminal degree, the candidate must have the terminal degree by the first reappointment evaluation.

- A. Candidates for reappointment shall demonstrate effectiveness and quality in teaching, as evidenced by at least satisfactory ratings for teaching.

- B. Normally, all candidates for reappointment, including instructors, will be expected to have appropriate intellectual contributions as judged by the School's reappointment and tenure committee. Tenure-track faculty shall demonstrate progress toward achievement of intellectual contributions expectations through evidence of manuscript submissions and publications in quality refereed journals. Relative to intellectual contributions, **minimum** satisfactory progress toward tenure requires an average of one refereed journal publication of suitable quality per year during the probationary period.
- C. All faculty members are expected to participate in role-appropriate activities in the School, college, university, and the professional and academic communities. Community service related to the accounting discipline is valued, but not required.
- D. Intangible factors reflecting professional conduct, collegiality and ability to work with colleagues as well as the professional accounting and business community are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
- E. Each candidate shall be academically qualified based on AACSB accreditation standards.
- F. Each candidate for reappointment shall receive annual written feedback from the School's Chair and the Reappointment Committee summarizing his/her perceived strengths and weaknesses.
- G. Where there are perceived weaknesses, the Committee shall recommend a plan to give the candidate an opportunity to correct any deficiencies before the time of application for Tenure.
- H. Candidates shall be examined with greater scrutiny in each successive year of the Reappointment deliberations.

3. Promotion to Associate Professor

Candidates applying for promotion to Associate Professor must also apply for indefinite tenure. The requirements for promotion to Associate Professor are the same as those for attainment of indefinite tenure as outlined in Section 4 – Indefinite Tenure.

4. Indefinite Tenure

Candidates who hold the rank of assistant professor must apply for both tenure and promotion to associate at the same time.

- A. To be tenured, a faculty member shall possess an appropriate terminal degree. Professional certification is desirable, but not a prerequisite for tenure.
- B. Candidates for tenure shall demonstrate high quality and effectiveness in teaching. Evidence of activity to maintain currency in the candidate's teaching area is required and must be documented. Quality of teaching is to be documented in a teaching portfolio. Candidates for tenure will be rated at least satisfactory in teaching, and must demonstrate effectiveness in the classroom as evidenced by all of the following:

- a. An average score of 3.5 or better (across all courses) on Section F (made up of Questions 25, 26, and 30 of the CBA's Teaching Evaluation Instrument, see attached) and on Question 29.
 - b. Clear communication to students of course goals and learning objectives, as evidenced by the syllabus.
 - c. Reasonable assessment of students' performance based on the descriptions in the syllabus and samples of those items described.
 - d. Use of up-to-date materials such as teaching notes and textbooks based on the syllabus and examples.
 - e. Evidence of alignment of courses taught with the learning goals of accounting programs that the courses support.
- C. For tenure, faculty shall demonstrate significant intellectual contributions in terms of both quality and quantity.
- I. Tenure expectations include publication of a minimum of five articles in refereed journals during the probationary period at The University of Akron or an average of one refereed journal article for each probationary year.
 - II. Publication of five refereed journal articles is not to be construed as a guarantee of tenure. Publication quality will be assessed, with high quality publications being considered more favorably. Other types of scholarship (e.g., textbooks, research monographs, chapters in books, and similar types of intellectual contributions) may be considered on a case by case basis based on quality and impact, but substantial publication in refereed journals is still expected. External grant activity, and activity and presentations at scholarly meetings are valued, but, by themselves are insufficient to support a case for tenure.
 - III. Only publications that are in print or unconditionally accepted shall be considered in tenure decisions.
 - IV. Faculty applying for promotion and tenure shall provide a clear statement explaining how their work reflects quality research. Statements should address the following factors, which shall be used along with the comments of external reviewers, to assess the quality of research and publication:
 - a. citation counts and impact, where available;
 - b. the nature of the review process used by the journal, with more selective review processes being considered more favorably;
 - c. other factors such as journal acceptance rates, journal circulation, journal editorial policy, etc.
- B. Active involvement in professional and/or academic organizations at the local, regional or national levels is expected. Community service related to the accounting discipline is valued.
- C. Departmental, college, and/or university service is expected, but at variant levels of involvement depending on the rank held by faculty seeking tenure.

- D. Professional conduct, collegiality and ability to work with colleagues as well as the professional accounting and business community are highly significant at all ranks and will be considered in evaluating candidates for tenure.

5. Promotion to Professor

Faculty seeking promotion to the rank of professor shall have had at least two years in rank as an associate professor at The University of Akron and must meet clear and specific criteria outlined below to be recommended for promotion to professor.

- A. Evidence of continued currency in the candidate's teaching area is required and must be documented.
- B. Faculty seeking promotion to professor must demonstrate significant scholarship and intellectual contributions beyond that which is required for tenure. These expectations include publication of at least five refereed journal articles since promotion to associate professor.
- C. Publication of at least five refereed journal articles is not to be construed as standard guarantee of promotion. Publication quality will be assessed, with high quality publications being considered more favorably. Other types of scholarship (e.g., textbooks, research monographs, chapters in books, and similar types of intellectual contributions) may be considered on a case by case basis based on quality and impact, but substantial publication in refereed journals is still expected. External grant activity, and activity and presentations at scholarly meetings are valued, but, by themselves are insufficient to support a case for promotion to professor.
- D. Before a faculty member can be promoted to professor, he/she should have a least one primary authorship, in a high quality peer reviewed journal, or a solo authorship in a peer reviewed journal, since promotion to associate professor.
- E. Only publications that are in print or unconditionally accepted shall be considered in promotion to professor decisions.
- F. Faculty applying for promotion to professor shall provide a clear statement explaining how their work reflects quality research. Statements should address the following factors, which shall be used along with the comments of external reviewers, to assess the quality of research and publication:
 - a. citation counts and impact, where available;
 - b. the nature of the review process used by the journal, with more selective review processes being considered more favorably;
 - c. other factors such as journal acceptance rates, journal circulation, journal editorial policy, etc.
- G. Visibility within the profession and/or academic community (e.g., committee service, officer position, invited speaker) at the regional, national or international level is expected. Interaction

with the local accounting and business community is required. For promotion to professor, a candidate shall also demonstrate leadership in the profession and discipline.

- H. Departmental, college, and/or university service is required. For promotion to professor, in addition to memberships on a number of committees and other appropriate contributions, a candidate must have made at least one major contribution to the School, college, or university in a leadership position (e.g., as the chair of a committee charged with and accomplishing an important task). Candidates may make a contribution as the chair or a highly significant contributor (based on quality and quantity of contribution) of a committee with responsibility for a strategic or other significant task. The onus is on the candidate to document the significance of her/his contribution.
- I. Community service related to the accounting discipline is valued.
- J. Intangible factors reflecting professional conduct, collegiality and ability to work with colleagues as well as the professional accounting and business community are highly significant and will be considered.

6. Supplemental Guidelines

- A. Robert's Rules shall be followed for all meetings related to reappointment, promotion and tenure.
- B. Normally, separate committees for reappointment, tenure, and promotion shall be required. One faculty member who satisfies the membership criteria of each committee may serve as the chair of all three committees.
- C. The RTP Committees of the School of Accountancy shall consider, on a criterion by criterion basis, how the candidate has satisfied the criteria. However, voting will be on the question of whether the candidate is recommended for reappointment, tenure or promotion.
- D. RTP candidates will be invited to present their case to the RTP Committees. Such a presentation is not mandatory but it is highly encouraged. Discussion at this meeting should focus on the documentation provided by the candidate in support of reappointment, promotion or tenure, but related issues and questions may be initiated from the floor so long as they relate to established criteria for reappointment, promotion or tenure.
- E. At the conclusion of the discussion of the candidate's qualifications, the RTP Committee shall generate an assessment of the candidate and shall vote by secret ballot.
- F. After the RTP Committee decision is reached, the Committee Chair shall promptly notify the candidate and the Department Chair in writing of the Committee's recommendation. This must be done in accordance with the timetable outlined in the CBA.
- G. If there are fewer than three eligible bargaining unit members in the School of Accountancy to form the committee, eligible faculty members, in consultation with the College Dean, shall choose

eligible faculty members from other departments in the College of Business Administration to bring the committee size to three.

7. Material for External Review

Materials sent to external reviewers shall include the candidate's curriculum vita, the candidate's statement of his/her research program and five of the candidate's papers, chosen by the candidate. The language in the solicitation letter for the basis of assessment shall read 'In this regard our personnel committee is most interested in your assessment of the quality and significance of these selected works, and of Dr. X's research program.

Appendix: Format and Content of Dossiers

All RTP candidates must prepare a comprehensive dossier to support their application. Dossiers must be formatted as follows:

Tab 1 - Letter of application from the candidate summarizing the candidate's case for retention, tenure, or promotion, including a description of efforts taken to address any concerns or areas in need of improvement as delineated in annual reappointment letters.

Tab 2 - Current and past letters of recommendation. These letters should document clearly and legibly how the candidate satisfies each of the department's RTP criteria, and point out areas of concern and suggestions for improvement.

Tab 3 – Vita. Candidates should organize their vita in the following format.

NAME

GENERAL INFORMATION

Business Address and Telephone:

EDUCATION AND TRAINING

Terminal Degree:

Master's Degree:

Bachelors Degree:

ACADEMIC EXPERIENCE

Teaching Experience: (Years in rank)
Undergraduate courses taught:
Graduate courses taught:
Professional Training:
Conferences and Seminars:

RESEARCH AND PUBLICATIONS

Refereed Journal Articles:
Refereed Cases in Journals:
Books, Book Chapters, and Supplements: (Be sure to include dates, coauthors, page numbers.)
Research Grants and Awards:
Refereed Proceedings Articles:
Non-Refereed Proceedings Articles:
Cases:
Refereed Journal Articles Under Review: (Be sure to indicate what stage of the review process the article is in.)
Research Grant Applications Under Review:
Working Papers: (Be sure to include what stage the working paper is in, for example, gathering research, first draft completed including data analysis, etc.)
Working Research Grants:
Other:

PROFESSIONAL ACTIVITIES

Program Appearances:
Papers Presented:
Panelist:

Program Involvements:
Session Chairperson:
Discussant:

Editorial Activities:
Editor:
Reviewer:

Organizational Involvement:

Other:

PROFESSIONAL RECOGNITIONS

Awards:
Other:

SERVICE CONTRIBUTIONS

Department Service:
Career advising/mentoring:
Service/advisor to students, student organizations, or alumni organizations:
College Service:
University Service:
Business Community Service:
General Community Service:

BUSINESS EXPERIENCE

Full-time Business Positions and Dates:
Consulting Experience:
Participation as an instructor or coordinator in Executive Education, Management Development, or Other Training Programs:

Tab 4 - Quality of Teaching. Include a teaching portfolio to document quality of teaching and teaching effectiveness.

Normally, portfolios will include:

- a. a short statement on the candidate's teaching philosophy;
- b. a summary of the candidate's teaching performance;
- c. course syllabi and sample exams and/or graded assignments
- d. observations of teaching performance by peers;
- e. examples of materials used in the classroom to engage and motivate students and to achieve student involvement (e.g., PowerPoint slides, simulations, cases, computing assignments, etc.);
- f. evidence of curriculum development, course innovation and implementation;
- g. evidence of integration of contemporary business theory and practice into classroom instruction;
- h. evidence of contribution to Assurance of Learning activities;
- i. evidence of effective management of educational responsibilities;
- j. student evaluations for all classes and all sections taught, including summary charts for each course and each semester of teaching at The University of Akron;
- k. feedback from students and other pertinent information to demonstrate the faculty member's impact on students' learning and their accomplishments.
- l. student grade distributions for all classes and all sections for each semester of teaching at UA;
- m. other.

Tab 5 - Intellectual Contributions. Include copies of all of the following:

- n. journal articles;
- o. textbooks, books and monographs (include copy of cover page in application documentation notebook, and submit copy of book along with notebook);
- p. other publications or working papers listed in the order as specified for the vita;
- q. other.

Tab 6 - Professional Recognition. Include any relevant materials beyond what is included on the vita. Simply

listing the recognitions and involvements on the vita is perfectly acceptable. Thus, this section may be blank with a statement "refer to vita."

Tab 7 - Continued Study. Include documentation for study toward an advanced degree, certifications, courses for professional self-improvement, and advanced seminars. This section may also be blank with a statement "refer to vita."

Tab 8 - Public Service. Include documentation of professional service as described on the vita. This section may also be blank with a statement "refer to vita."

Tab 9 - University, College, and Department Service. Include appropriate documentation. This section may also be blank with a statement "refer to vita."

Tab 10 - Intangible Factors. Include documentation regarding professional conduct, cooperation in Departmental, College, and University matters, ability to relate satisfactorily to colleagues and students, adherence to professional ethics and responsibilities. This section may be covered in the candidate's application letter or a statement may be placed in this section.