



# EASTERN MICHIGAN UNIVERSITY

Eastern Michigan University  
*Office of Academic Human Resources*  
Memorandum

Date: December 18, 2008

To: David Mielke, Dean, College of Business

From: Rhonda Kinney Longworth, Assistant Vice President for Academic Affairs  
(Interim)

A handwritten signature in black ink, appearing to read "R. Longworth".

Re: Approved DED

Attached is a copy of the revised Departmental Evaluation Document for the Department of Accounting and Finance approved on 12/1/08. Please make sure that faculty members in the Department are notified of these approved changes and their effective date of 8/31/09. The revised copy will be posted for reference on the Academic Human Resources (AHR) homepage as well. Please contact AHR with any questions or concerns.

Cc: Donald Loppnow, Provost and Executive Vice President  
Chair, Personnel Committee, School of Technology Studies  
EMU-AAUP

EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs

**DEPARTMENT EVALUATION DOCUMENT**

Department of Accounting and Finance

College of Business

Faculty Evaluation

Criteria, Procedures and Techniques

Approved by Department Faculty: March 18, 2008

Dept Head Jason C. Kattelus

ACC Personnel Committee Chair Leah Benlucik

FIN Personnel Committee Chair Rebecca Gary

DS Committee Chair John [Signature]

Approved by the Standing Committee  
on Departmental Evaluation Documents,  
Systems and Guidelines: 12/1/08

~~Revised~~ [Signature]

[Signature]

[Signature]

Susan Moeller

Mary [Signature]

Elaine Martin

## **EVALUATION**

Each department shall conduct faculty evaluations using criteria, procedures and techniques specified in its Departmental Evaluation Document and the Agreement between Eastern Michigan University (EMU) and the EMU Chapter of the American Association of University Professors (AAUP) Article XV.

### **I. CRITERIA**

Candidates must satisfy all elements of the evaluation criteria provided herein as well as all terms and conditions of the EMU-AAUP Collective Bargaining Agreement. In case of conflict, the more stringent criteria shall apply.

#### **A. Instructional Effectiveness**

The required and most important criterion is instructional effectiveness. The teaching faculty shall give evidence of ability and commitment to lead students of varying capabilities into a growing understanding of the subject matter, tools, and materials of their disciplines. The faculty member shall demonstrate his/her continuing concern for instructional effectiveness through methods of presentation and evaluation by students. In support of teaching effectiveness, a faculty member must maintain a high level of knowledge and expertise in his/her discipline or area of specialization. In the case of non-teaching and library faculty, satisfactory professional performance shall be the equivalent of instructional effectiveness.

Evaluation techniques for all faculty members include, but are not limited to, self-evaluation, classroom visitations, student evaluations of teaching, department head evaluation, peer evaluations, and assessment of academic advising of students, if applicable.

#### **B. Scholarly and/or Creative Activity**

A faculty member shall give documented evidence of his/her contributions to his/her discipline or area of specialization by scholarly investigation (e.g. research) and/or creative activity, and of its publication or other dissemination in one of the following ways:

1. in the classroom, or
2. among practitioners in his/her discipline, or
3. among a wider community.

It is intended that the faculty member shall use his/her expertise to address problems in his/her discipline or areas of specialization through scholarly and/or creative activity which clearly contributes to the discipline, through:

1. scholarly investigation, creative activity and/or research of an original and/or previously unreported nature.
2. applied research, investigation, or scholarly analysis of existing research, information, and creative endeavors resulting in the development of new data, information, applications, and/ scholarly or interpretations.

Except as herein provided, such as in V(B)(2), professional development shall not be an acceptable substitute for scholarly/creative activity.

**C. Retraining**

In recognition of the need to encourage the retraining of faculty to assume professional responsibilities in areas where available expertise is in short supply, completion by the faculty member of a retraining program which brings him/her to a specified level of skill in such an area of need may be applied toward satisfaction of the scholarly/creative activity criterion for such purposes and for such period of time only as expressly approved in writing by the Personnel committee, the department head, the college dean and the provost and vice president for academic affairs.

**D. Grant Development/Administration**

Faculty are encouraged to engage in the process of seeking, obtaining and administering grants from outside agencies. The preparation of grant proposals from outside agencies, whether funded or not, shall be considered as scholarly/creative activity if said preparation involves scholarly activity (e.g., research or teaching projects) of a substantial nature and the applicant provides an abstract documenting such activity and the importance of the endeavor to the discipline, the department, the college or university. The above conditions may also apply for the administration of a grant project insofar as proper evidence is presented which documents that such grant administration meets the requirements as set forth in Article XV of the Agreement. The scholarly/creative activity criterion cannot be satisfied by grant activities alone.

**E. Service Activity**

The Faculty member must satisfy one of the criteria below.

1. The faculty member shall give evidence of identifying new needs in the department and assisting colleagues in departmental activities; or
2. The faculty member shall give evidence of interest and activity that extend beyond the department into areas such as university and college-wide committees, student activities, and professionally related community affairs.

## **II. PROCEDURES**

### **A. Evaluations**

By no later than October 15 of each year every probationary and tenured faculty member shall complete and submit an Annual Faculty Activity Report to his/her department head unless the faculty member is on leave. The information contained in the Annual Faculty Activity Report shall provide the basic data for interim evaluations and professional performance evaluations of tenured faculty members. Department heads may provide additional relevant documentation. In addition, faculty members undergoing Full Evaluations shall be required to complete an application.

It is recognized that the evaluation process is a continuing one, intended for constructive purposes. The department head shall provide regular opportunity to discuss professional evaluation and to offer assistance to the faculty member in the improvement of his/her professional performance.

Full Evaluations shall take into consideration the record of Instructional Effectiveness, Service and Scholarly/Creative Activity performed since the Faculty Member's initial probationary appointment or last Full Evaluation, whichever is applicable, unless credit is accorded for experience pursuant to Article XIV.

### **B. Purposes**

There are four types of for evaluation of faculty performance:

1. Initial and Comprehensive Interim Evaluations of probationary faculty members for reappointment;
2. Full Evaluation of probationary faculty members for reappointment or tenure;
3. Full Evaluation of faculty members applying for promotion; and
4. Professional Performance Evaluation of tenured faculty members.

### **C. Schedule**

Evaluations of probationary faculty members shall be conducted according to the following schedules. There are two schedules: one for probationary faculty members appointed prior to January 1, 1997 and one for probationary faculty members appointed after January 1, 1997.

Evaluations of probationary faculty members appointed prior to **January 1, 1997** shall be conducted according to the following schedule. Rank at initial appointment shall determine the evaluation schedule.

Initial Appointment Rank	Years						
	1	2	3	4	5	6	7
Professor	Interim	Full R/T	Interim	Full/T			
Associate Professor	Interim	Full/R*	Full R/T	Interim	Full/T		
Assistant Professor	Interim	Interim	Full/R*	Full R/T	Interim	Full/T	
Instructor	Interim	Interim	Full/R*	Interim	Full R/T	Interim	Full/T

\*Scholarly/Creative Activity is rated, but advisory only

Evaluations of probationary faculty members appointed after **January 1, 1997** shall be conducted according to the following schedule. Rank at initial appointment shall determine the evaluation schedule.

Initial Appointment Rank	Years					
	1	2	3	4	5	6
Professor	II	Full/R	Full/T			
Associate Professor	II	Full/R*	CI	Full/T		
Assistant Professor	II	II	Full/R*	CI	Full/T	
Instructor	II	II	Full/R*	CI	CI	Full/T

\*Scholarly/Creative Activity is rated, but advisory only.

## **1. Interim Evaluation for Reappointment**

Each year that a faculty member hired prior to January 1, 1997, is scheduled for an interim evaluation he/she shall submit an application for evaluation that summarizes his/her instructional effectiveness and service activities. (Actual deadlines are specified in the Agreement.) Scholarly and/or creative activity is not evaluated during interim evaluations.

There are three types of interim evaluations: Initial Interim Evaluations (II), Comprehensive Interim (CI) Evaluations, and Full Interim Evaluation.

**a. Initial Interim Evaluations** provide an evaluation of a Faculty Member's Instructional Effectiveness and Service activities in the years prior to the Faculty Member's first Full Evaluation.

- 1) Faculty performance is reviewed in the department without formal written evaluation and Faculty are reappointed in those years designated for initial interim evaluations unless a potential performance problem in Instructional Effectiveness/ and/ or Service is perceived and the department elects to conduct a formal written Full Interim Evaluation.
- 2) In a Faculty member's first year of employment no Annual Faculty Activity Report is required. His/her Initial Interim Evaluation during that year shall be conducted using information obtained through classroom visits, review of instructional materials, and discussions with the department head and the personnel committee, and shall focus primarily on Instructional Effectiveness.
- 3) In all other Initial Interim Evaluation years, following receipt of the faculty member's Annual Faculty Activity Report, the department head and the Personnel Committee shall meet with the Faculty Member to discuss his/her instructional and service activities. They shall include in their discussion a review of both the positive elements they see as well as those elements where improvement might reasonably be expected by the time the faculty member undergoes a Full Evaluation. If the faculty member requests the evaluators shall give some indication as to whether or not the faculty member's scholarly/creative activity is developing in a way that meets department standards.

**b. Comprehensive Interim Evaluations** provide an evaluation of the faculty member's Instructional Effectiveness, Service and Scholarly/creative Activity (For advisory purposes only). Comprehensive Interim Evaluations occur in the year/s following the faculty member's first Full Evaluation, but prior to the Tenure Evaluation.

- 1) Faculty performance is reviewed without formal written evaluation and faculty are reappointed in those years designated for Comprehensive

Interim Evaluations unless a potential performance problem in Instructional Effectiveness and/or Service is perceived and the department elects to conduct a formal, written Full Interim Evaluation.

- 2) In all Comprehensive Interim Evaluation years, following receipt of the faculty member's Annual Faculty Activity Report, the department head and the Personnel Committee shall meet with the faculty member to discuss his/her instructional, service and scholarly/creative activities. They shall include in their discussion a review of both the positive elements as well as those elements of the faculty member's performance where improvement might reasonably be expected by the time the faculty member undergoes full evaluation for Tenure.

- c. **Full Interim Evaluations** are conducted only if required following Initial interim or Comprehensive interim evaluation. If the Department Head and/ or the Personnel Committee perceive a problem in Instructional Effectiveness and/ or Service during an Interim or Comprehensive Interim evaluation, the Department Head and the Personnel Committee shall meet with the faculty member to discuss the perceived problem. Following the meeting, the faculty member may be required to submit to a Full Interim Evaluation. If so required, he/she must submit an Application for Full Interim Evaluation within thirty (30) calendar days of this notification. The application shall cover the record of Instructional Effectiveness and/or Service performed prior to the date of the Full Interim Application and not included in any prior evaluation.

If, following a review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service fulfill the standards of performance required for reappointment, as provided in the Departmental Evaluation Document and the Agreement, the evaluation(s) shall be reduced to writing and given to the Faculty Member, with a copy to the Dean and the Provost and Vice President for Academic Affairs.

If, following a review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service does not fulfill the standards of performance required for reappointment as provided in the Departmental Evaluation Document and the Agreement, the evaluation(s) shall be reduced to writing, jointly if there is agreement between the Department Head and the Personnel Committee, or separately if there is disagreement. The evaluation shall be given to the Faculty Member who may respond within five (5) working days of the receipt of the written results of the evaluation(s). The Faculty Member may include in response any and all evidence/documentation in support of his/her Instructional Effectiveness and/or Service that he/she deems appropriate.

The Faculty Member's response to his/her evaluation(s) and the evaluation(s) shall be forwarded in turn to the Dean and the Provost and Vice President for Academic Affairs for their review. If the Provost and Vice President for Academic Affairs determines, subject to the provisions of Articles XV. and XVI., that a probationary Faculty Member's appointment shall not be renewed, he/she shall notify the Faculty Member by no later than March 15 of his/her decision.

## **2. Full Evaluation for Reappointment and Tenure**

There are two full evaluations of a probationary faculty member: First full evaluation, and full evaluation for reappointment or tenure.

### **a. First Full Evaluation of Probationary Faculty Member.**

In the year the Faculty Member is scheduled for his/her first full evaluation, he/she shall submit, in addition to the Annual Faculty Activity Report, an application for evaluation by October 15 which provides a complete and documented statement of his/her Instructional Effectiveness, Scholarly and/or Creative Activity and Service Activity since his/her initial appointment.

In the first full evaluation for faculty hired after 1/1/97, for Associate Professor (year 2) Assistant Professor (year 3) and Instructor (year 3), the Scholarly/Creative Activity evaluation is for advisory purposes only. A rating will be assigned, but this rating shall not be utilized for determining whether the Faculty Member is qualified for reappointment.

Scholarly/Creative Activity which has been submitted for review, but which has not yet been accepted for publication or other dissemination, in a specific form and forum, may be included in the application if the Faculty Member has a reasonable expectation that it will be accepted prior to March 1 of the following year. Such Scholarly/Creative activities for which documented acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to March 1 shall be deemed to satisfy the documentation requirement for the Full Evaluation.

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

### **b. Full Evaluation for Reappointment and Tenure**

Each year that a Faculty Member is scheduled for a full evaluation, he/she shall submit, in addition to the Annual Faculty Activity Report, an application for evaluation by October 15 which provides a complete and documented statement of his/her Instructional Effectiveness, Scholarly and/or Creative

Activity and Service Activity since the last full evaluation or since his/her initial appointment, whichever is more recent.

Scholarly/Creative Activity which has been submitted for review, but which has not yet been accepted for publication or other dissemination in a specific form and forum, may be included in the application if the Faculty Member has a reasonable expectation that it will be accepted prior to March 1 of the following year. Such Scholarly/Creative activities for which documented acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to March 1 shall be deemed to satisfy the documentation requirement for the Full Evaluation.

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

Candidates for tenure can simultaneously apply for promotion, if applicable, by checking the appropriate box on the application form, or a Faculty Member applying for tenure can submit a separate promotion application.

### **3. Full Evaluation for Promotion**

Applications for promotion are due by February 1, and shall include evidence of the Faculty Member's Instructional Effectiveness, Scholarly and/or Creative Activity, and Service since his/her last promotion or initial appointment (where applicable).

The Faculty Member who is not simultaneously a candidate for tenure shall inform the Department Head in writing of his/her intent to apply for promotion by the previous October 15. Scholarly/Creative activities which have been submitted for review, but which have not yet been accepted for publication or other dissemination in a specific form and forum (e.g., a specific journal, conference, or exhibition) may be included in the February 1 application, if the Faculty Member has a reasonable expectation that it will be accepted prior to May 15. Such Scholarly/Creative Activities for which documented acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to May 15 shall be deemed to satisfy the documentation requirement for the promotion application.

The Faculty Member eligible simultaneously for Tenure and Promotion in the same academic year shall have the option of indicating via a check box on the Reappointment/Tenure application form that the application for Full Evaluation submitted on October 15 is also an application for Promotion. An update covering any activities since October 15 may be provided by February 1.

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

#### **4. Professional Performance Evaluation of Tenured Faculty**

Each year every tenured faculty member shall complete an Annual Faculty Activity Report. This completed form shall be placed in the faculty member's file as specified in the Agreement. The annual faculty activity reports completed by tenured faculty members and any other available relevant materials, including Instruction Effectiveness evaluation materials set forth in the Agreement are reviewed every four years by the department head. Upon determining that the faculty member's performance meets or exceeds the department's standards for satisfactory, as defined in this Document, the Department head shall so state in writing to the Faculty member, Dean, and the Provost and Vice President of Academic Affairs.

If upon completing the review of the Annual Faculty Activity Report, the Department head determines that a Faculty member's performance does not rise to the level of average in the Departmental Evaluation Document, he/she shall bring his/her concerns to the attention of the Personnel Committee. Together the Department Head and the Personnel Committee shall review the Annual Faculty Activity Report and any other relevant information/documents (e.g., student evaluations, letters received, etc.,) available to them. If their joint review concludes that there appear to be no deficits in the faculty member's performance, they shall say so in writing and place a copy of this statement in the faculty member's departmental personnel file, with a copy to the faculty member, the college dean and the office of the provost and vice president for academic affairs for inclusion in the University personnel file.

If the joint review confirms that there appear to be deficits in the faculty member's performance, the procedures in Article XV of the Agreement will be followed.

### **III. PREPARATION OF APPLICATION**

Directions for preparing the applications for (1) interim evaluations for reappointment, (2) full evaluations for reappointment or tenure, (3) promotion and (4) professional performance evaluation of tenured faculty

Only work completed while a faculty member is in rank at EMU may be considered in reappointment, promotion and tenure decisions unless approved in writing in advance pursuant to Article XIV of the Agreement.

**A. Directions for preparing the Application for Interim Evaluations and Comprehensive Interim Evaluations.**

**1. Applicants**

In a Faculty Member's first year of employment at EMU, no Annual Faculty Activity Report is required. In all other Interim and Comprehensive Interim Evaluation years, a Faculty Member must submit an Annual Faculty Activity Report by October 15. The Faculty Member should make available his/her instructional materials, and for the Comprehensive Interim Evaluation, any Scholarly/ Creative Activity to be reviewed.

**2. Evaluators**

In a Faculty Member's first year the evaluators will use information obtained through classroom visits, review of instructional materials, and discussion with the Faculty Member to complete the review.

In all other Interim and Comprehensive Interim Evaluation years the Department Head and appropriate departmental committee shall meet with the Faculty Member to discuss his/her Instructional and Service activities, and review the results of the required evaluation techniques of Instructional Effectiveness set forth in Article XV. They shall include in their discussion a review of both the positive elements they see as well as those elements of the Faculty Member's performance where improvement might reasonably be expected by the time the Faculty Member undergoes a Full Evaluation. For the Comprehensive Interim Evaluation, the Department Head and Personnel committee shall review the Scholarly/Creative Activity for advisory purposes only. During the Interim Evaluation the Faculty Member may request that the evaluators give some indication as to whether or not his/her Scholarly/Creative Activity is developing in a way that is appropriate for the department's standards.

If, in either the Initial Interim Evaluation, or the Comprehensive Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and Service fulfill the standards of performance required for reappointment, as provided in the applicable Departmental Evaluation Document and the Agreement, the Personnel Committee and the Department Head shall complete and sign an Interim Evaluation/Recommendation for Reappointment form which shall be placed in the Faculty Member's personnel file, with a copy provided the Faculty Member.

By February 15 of each year the Department Head shall inform the Dean and the Provost and Vice President for Academic Affairs in writing, that the Interim Evaluation has been completed and that the Faculty Member's performance has been deemed appropriate for reappointment for a subsequent probationary year.

In those instances where the Personnel Committee and/or the Department Head perceive(s) that a performance problem pertaining to a Faculty Member's Instructional

Effectiveness /and or Service may exist, they shall meet with the Faculty Member to discuss the perceived problem. Following the meeting, the Faculty Member may be required to submit to a Full Interim Evaluation.

## **B. Directions for Preparing the Application for Full Interim Evaluation**

### **1. Applicants**

Faculty Members required to submit an application for Full Interim Evaluation must:

- a) Complete the Application for Full Interim Evaluation Form.
- b) Write a narrative which describes how their activities have fulfilled the Agreement's and this document's criteria for reappointment at the appropriate year in the areas of Instructional Effectiveness and/or Service. If the perceived problem exists in only one of the two areas, only that area need be addressed. Supporting materials should be included in an appendix. The narrative regarding Instructional Effectiveness should include: (1) courses taught, (2) results of student, peer, and Department Head evaluations, to the extent these are available, and (3) any other information the applicant believes helpful for evaluating his/her teaching and (where appropriate) advising of students. Regarding point 3, such materials as sample syllabi and other classroom materials may be included in an appendix. If the applicant's Service is being evaluated, all Service activities should be listed and the manner in which they have contributed to the good of the appropriate unit should be indicated.

### **2. Evaluators**

- a). If following the review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service fulfill the standards of performance required for reappointment, the evaluation(s) shall be reduced to writing and given to the Faculty Member, with a copy to the Dean and the Provost and Vice President for Academic Affairs.
- b). If following a review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service does not fulfill the standards of performance required for reappointment as provided in the applicable Departmental Evaluation Document and the Agreement, the evaluation(s) shall be reduced to writing, jointly if there is agreement between the Department Head and the Personnel Committee, or separately if there is disagreement. The evaluation shall be given to the Faculty Member who may respond within five (5) working days of the receipt of the written results of the evaluation(s). The Faculty Member may include in his/her response any and all evidence/documentation in support of his/her Instructional Effectiveness and/or Service that he/she deems appropriate.

- c). The Faculty Member's response to his/her evaluation(s) and the evaluation(s) shall be forwarded in turn to the Dean and the Provost and Vice President for Academic Affairs for their review. If the Provost and Vice President for Academic Affairs determines, subject to the provisions of Article XV. and XVI. of the Agreement, that a probationary Faculty Member's appointment shall not be renewed, he/she shall notify the Faculty Member by no later than March 15 of his/her decision.

**Note: A positive Full Interim Evaluation does not insure that a subsequent Full Evaluation will result in reappointment or tenure.** Applicants and evaluators should note the exact contract language regarding this point in Article XV.

**C. Directions for preparing the Application for All Full Evaluations**

**1. Applicants**

A faculty member applying for reappointment or tenure during years a full evaluation is required shall:

- a) Complete Annual Faculty Activity Report by October 15.
- b) Complete the Application for Full Evaluation Form by October 15.
- c) Describe in a narrative statement, how he/she has met the department's criteria in each of the three areas under consideration; instructional effectiveness, scholarly and/or creative activity and service. The applicant is responsible for describing and where appropriate documenting, in terms of quantity and quality, the activities presented for evaluation. The narrative should describe the applicant's work in such a fashion that the reader can relate his/her performance to the established criteria and make an informed judgment about how well those expectations have been met. Student evaluations, samples of classroom materials, copies of articles, commendations, etc. should be included as documentation in an appendix and referenced where appropriate. The narrative without supporting documents, should be free-standing and will become part of the applicant's personnel file. The narrative should include the following:

Instructional Effectiveness

- specific evidence of effectiveness in the teaching/advising process;
- activities which have improved the applicant's teaching;
- results of student, peer and department head evaluations; and
- the manner in which the applicant has met the criteria.

### Scholarly and/or Creative Activity

- list of specific items presented for evaluation and other approved activities with enough description to make them understandable to the reader;
- the manner in which the results of these activities were disseminated;
- the contribution the activities have made to the discipline;
- a description of any judgments which have been made about these activities; and the manner in which the applicant has met the criteria.

### Service

- the specific activities presented for evaluation;
- a description of the way in which they have contributed to the appropriate unit; and
- the manner in which the applicant has met the criteria.

## **2. Evaluators**

The Personnel Committee and Department Head must complete his/her portion of the Full Evaluation and Recommendation Summary Form and an evaluation report which shall be supported by narrative statements which explain in clear and explicit terms how/why the applicant's activities do or do not satisfy the standards of performance in the Departmental Evaluation Document and the terms of the Agreement. Specifically, the Personnel Committee and the Department Head shall explain:

- a) The evaluation efforts which were conducted and their individual results.
- b) The qualitative and, where applicable, quantitative basis for all ratings which were assigned.
- c) Precisely how and to what extent the activities claimed do or do not satisfy the standards of performance of the Faculty Member's Departmental Evaluation Document and the criteria of Article XV of the contract, and, in particular, how those activities claimed as Scholarly/Creative Activity have contributed to the discipline or area of specialization.

Full evaluations shall be reviewed by the dean in accordance with the standards of performance in the Departmental Evaluation Document and the terms of the Agreement. The dean shall submit a copy of his/her evaluation to the Faculty Member, who shall have five (5) working days to respond. The recommendation at this level, together with any response from the Faculty Member, together with all prior recommendations and other materials previously forwarded by the Department Head, shall be forwarded to the Provost and Vice-President for Academic Affairs.

All materials, as well as any rebuttals provided by the applicant, should then be forwarded to the Provost and Vice President for Academic Affairs, who shall notify the Faculty Member no later than March 15 of his/her decision.

**D. Directions for preparing the application for Promotion**

Applications for promotion must be submitted by February 1. The Faculty Member who is not simultaneously a candidate for tenure shall inform the Department Head in writing of his/her intent to apply for promotion by the previous October 15. Scholarly/Creative activities which have been submitted for review, but which have not yet been accepted for publication or other dissemination in a specific form and forum (e.g., a specific journal, conference, or exhibition) may be included in the February 1 application, if the Faculty Member has a reasonable expectation that they will be accepted prior to May 15. Such Scholarly/Creative activities for which documented acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to May 15 shall be deemed to satisfy the documentation requirement for the promotion application.

**1. Applicants**

A faculty member applying for Promotion is required to:

- a) Complete the Annual Faculty Activity Report by October 15.
- b) Complete the Application for Promotion Form by February 1, unless the applicant is simultaneously applying for tenure. If the applicant filed application for tenure on the previous October 15, he/she should check the promotion box on that application, and may provide an update including activities between October 15 and February 1 by February 1.
- c) Describe in a narrative statement how he/she has met the department's criteria in each of the three areas under consideration: instructional effectiveness, scholarly and/or creative activity and service. The applicant is responsible for describing and where appropriate documenting, in terms of quantity and quality, the activities presented for evaluation. The narrative should describe the applicant's work in such a fashion that the reader can relate his/her performance to the established criteria and make an informed judgment about how well those expectations have been met. Student evaluations, samples of classroom materials, copies of articles, commendations, etc. should be included as documentation in an appendix and referenced where appropriate. The narrative itself, without supporting documents, should be free-standing and will become part of the applicant's personnel file. The narrative should include the following.

### Instructional Effectiveness

- specific evidence of effectiveness in the teaching/advising process;
- activities which have improved the applicant's teaching;
- results of student, peer and department head evaluations; and
- the manner in which the applicant has met the criteria.

### Scholarly and/or Creative Activity

- list of specific items presented for evaluation and other approved activities with enough description to make them understandable to the reader;
- the manner in which the results of these activities were disseminated;
- the contribution the activities have made to the discipline;
- a description of any judgments which have been made about these activities; and
- the manner in which the applicant has met the criteria.

### Service

- the specific activities presented for evaluation;
- a description of the way in which they have contributed to the good of the appropriate unit; and
- the manner in which the applicant has met the criteria.

## **2. Evaluators**

The Personnel Committee and Department Head must complete his/her portion of the Promotion Recommendation Summary Form and an evaluation report which shall be supported by narrative statements which explain in clear and explicit terms how/why the applicant's activities do or do not satisfy the standards of performance in the Departmental Evaluation Document and the terms of the Agreement. Specifically, the Personnel Committee and Department Head shall explain:

- a) The evaluation efforts which were conducted and their individual results.
- b) The qualitative and, where applicable, quantitative basis for all ratings which were assigned.
- c) Precisely how and to what extent the activities claimed do or do not satisfy the standards of performance of the Faculty Member's Departmental Evaluation Document and the criteria of Article XV of the contract, and, in particular, how those activities claimed as Scholarly/Creative Activity have contributed to the discipline or area of specialization.

Full evaluations shall be reviewed by the dean in accordance with the standards of performance in the Departmental Evaluation Document and the terms of the Agreement. The dean shall submit a copy of his/her evaluation to the Faculty Member, who shall have five (5) working days to respond. The recommendation at this level, together with any response from the Faculty Member, together with all prior recommendations and other materials previously forwarded by the Department Head, shall be forwarded to the Provost and Vice-President for Academic Affairs.

All materials, as well as any rebuttals provided by the applicant, should then be forwarded to the Provost and Vice President for Academic Affairs who shall notify the Faculty Member by no later than May 31 of his/her decision.

**Note:** This evaluation covers all activity since initial appointment OR the last promotion, whichever is most recent.

## **E. Directions for Professional Performance Evaluation of Tenured Faculty**

### **1. Applicants**

The tenured Faculty Member scheduled for a Professional Performance Evaluation shall provide the Department Head with his/her Annual Faculty Activity Report.

### **2. Evaluators**

The Department Head shall review the Annual Faculty Activity Reports applicable to the four (4) year evaluation period [i.e. the last four (4) years' performance of a tenured Faculty Member] to determine whether the Faculty Member's performance is satisfactory. To achieve an overall rating of satisfactory, the faculty member must achieve a rating of at least Average in instructional effectiveness, scholarly and/or creative activity and service. Tenured faculty members should engage in scholarly activity on a continuing basis appropriate to the mission of EMU and the College of Business. The outputs from the faculty member's scholarly activity and/or creative activity should be available for public scrutiny by academic peers or practitioners in order to count toward meeting the criteria of average in the PPE process. (If the Department Head has information which indicates a significant problem in Instructional Effectiveness or if the Faculty Member has no record of Service, the Department Head may conduct a review more frequently.) If, upon completing a review of four Annual Faculty Activity Reports and available relevant material, the Department Head (guided by the Departmental Evaluation Document) determines that a Faculty Member's performance meets or exceeds the department's standards for average, he/she shall so state in writing and place a copy of this statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the College Dean, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

If, upon completing the review of the Annual Faculty Activity Reports, the Department Head determines that a Faculty Member's performance does not rise to the level of average in the Departmental Evaluation Document, he/she shall bring his/her concerns to the attention of the department's Personnel Committee. Together the Department Head and the Personnel Committee shall review the Annual Faculty Activity Reports and any relevant information/documents (e.g., student evaluations, letters received, etc.) available to them. If their joint review concludes that there appear to be no deficits in the Faculty Member's performance, they shall say so in writing and place a copy of this statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the College Dean, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

If the joint review confirms that there appear to be deficits in the Faculty Member's performance, he/she shall be given the opportunity to discuss his/her situation with the Personnel Committee and the Department Head in order to determine how deficits might be corrected. If the deficits in the Faculty Member's performance are minor in nature and appear to be correctable within a period of one (1) academic year or less, the Department Head shall inform the Dean in writing of the department's concern, with a copy to the Faculty Member, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

The following year the Department Head and the Personnel Committee shall meet with the Faculty Member and review that year's Annual Faculty Activity Report to determine if the deficit(s) in performance has/have been corrected. If the deficit(s) has/have been corrected, they shall say so in writing and place a copy of the statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the Dean, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

**F. Directions for Conducting a Full Professional Performance Evaluation of Tenured Faculty**

If after completing a Professional Performance evaluation of a tenured Faculty Member, and implementing all provisions under the contract for correcting deficits, the performance problems remain; or if the deficits identified in the Professional Performance Evaluation are so serious as to take more than one year to correct, the department shall initiate a Full Professional Performance Evaluation. This Full Professional Performance Evaluation is to be conducted according to the standards and processes covered in the Agreement.

It is expressly agreed that Full Professional Performance Evaluations are not to be substituted for routine Professional Performance Evaluations, but only implemented where serious or long term problems exist.

During the Full Professional Performance Evaluation of a Faculty Member not seeking promotion, the Personnel Committee and Department Head shall meet with the tenured Faculty Member to discuss his/her Instructional Effectiveness, Scholarly/Creative Activity and Service Activity, the Annual Faculty Activity Reports applicable to the period under review, and the results of the required evaluation techniques set forth in Article XV. and any documentation the Faculty Member wishes to provide, to determine whether the Faculty Member's performance is satisfactory. If the Faculty Member's performance is determined to be satisfactory, the Department Head shall provide a written report that shall detail the evaluation and the basis for the determination that the Faculty Member is performing at a satisfactory level, which shall include appropriate reference to department standards set forth in the Departmental Evaluation Document and specific accomplishments of the Faculty Member in each of the three (3) areas of evaluation.

In those instances where the evaluators conclude that a Faculty Member has not performed at a satisfactory level, the Department Head shall reduce the evaluation to writing, clearly stating the basis for the determination. The Personnel Committee members shall signify their concurrence or non-concurrence and sign the evaluation, which shall then be given to the Faculty Member who may respond within five (5) working days of his/her receipt of the evaluation. The Faculty Member may include in his/her response any and all evidence/documentation in support of his/her performance that he/she deems appropriate.

Upon completion of any Full Professional Performance Evaluation the Department Head shall meet with the College Dean to review the results of the evaluation(s).

In those instances where the Dean concurs with the department's evaluation(s) of satisfactory performance, the written report shall be forwarded to the Office of the Provost and Vice President for Academic Affairs for inclusion in the Faculty Member's University personnel file and a copy provided to the Faculty Member.

In those instances where the Dean does not concur with the department's evaluation(s) of satisfactory or unsatisfactory performance, the Dean shall reduce his/her objections to writing, and shall return the evaluation to the department for further consideration. The department and/or the Faculty Member may respond to the Dean within five (5) working days of receipt of the Dean's objection and may include in the response any and all evidence/documentation in support of the evaluation of a Faculty Member's performance.

If, after this further consideration, the Dean concurs with the department's evaluation of satisfactory, he/she shall say so in a letter to be placed in the department personnel file, with a copy to the Faculty Member, the Department Head, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

## **1. Unsatisfactory Performance-Programs for Improvement**

In the event there is a final determination by the Dean of the college that the Faculty Member's performance for the period covered by the Full Professional Performance Evaluation is unsatisfactory, the Dean shall schedule a meeting to consult with the Department Head, the Personnel Committee, the Faculty Member, the Director, Academic Human Resources, and a representative of the EMU-AAUP, to explore the structure for a program to assist the Faculty Member in correcting his/her unsatisfactory performance, which shall be set forth in a program and timetable for improvement of not less than one year's duration. The Program for Improvement shall set out expectations and assessment procedures based on the criteria in the Departmental Evaluation Document and the Agreement. If there is disagreement between any of the aforementioned parties as to: a) whether a Program for Improvement should be written; b) the contents of the Program for Improvement; or, c) the assessment of the Faculty Member's performance, the College Dean shall have the final responsibility for developing the Program for Improvement.

When the Program for Improvement is finalized, it shall be presented to the affected Faculty Member. Copies shall be forwarded to the Office of the Provost and Vice President for Academic Affairs and the Association.

Extensions of Programs for Improvement beyond the timelines originally established shall be possible, under the following conditions:

- A meeting of all the parties (Department Head, Personnel Committee, and Faculty Member) shall be convened to discuss a proposed extension.
- Specific reasons for the desirability of an extension shall be presented by the Department Head.
- An extension proposal must be finalized by the Dean of the college and presented to the Faculty Member no later than thirty (30) days prior to the expiration of the original Program for Improvement with a copy to the AAUP.  
In the event there is a dispute pertaining to the appropriateness of a particular Program for Improvement, a Grievance may be filed commencing at Step Three of the Grievance Procedure set forth in Article VII. However, grievances of procedural violations in the Full Professional Performance Evaluation process must be filed at the appropriate step of the Grievance Procedure (Step One, Two) as provided for in Article VII, subject to the timelines provided therein. For purposes of determining the timelines for filing grievances at Step Three of the Grievance Procedure, University actions in the Full Professional Performance Evaluation process shall be construed to have occurred when the Association receives a copy of the Program for Improvement (original or extension) from the Dean.

Once a Program for Improvement has been established, timelines in the program shall govern any further evaluation of areas of deficiency or extensions of the program. The Faculty Member's progress shall be assessed by the Department Head in consultation with the Personnel Committee at assessment points specified in the Program for Improvement.

The Department Head shall report the results of evaluations conducted at any interim assessment points provided in a Program for Improvement, and the final results of the assessment of a Faculty Member's compliance with a Program for Improvement to the Dean of the college who shall determine if the Faculty Member has satisfactorily completed the Program for Improvement. If he/she so concludes, he/she shall inform the Faculty Member in writing and provide a copy to the Provost and Vice President for Academic Affairs, the Faculty Member, and the Association.

#### **IV. DEPARTMENT STANDARDS: ACCOUNTING**

##### **A. Rating Scale**

**Exceptional (E)** denotes performance far in excess of the expectations for present rank.

**Distinctly Above Average (DAA)** denotes performance well above the expectations for present rank.

**Average (A)** denotes performance commensurate with the expectations for present rank.

**Below Average (BA)** denotes performance below the expectations for present rank.

##### **Standards**

The criteria for faculty evaluation must be applied to applicants engaged in varying disciplines. Therefore each department evaluation document is unique to its discipline. However, these standards are presented in a uniform format which is consistent with the requirements of Article XIII of the Agreement.

The standards for 1) appointment, 2) reappointment and tenure and 3) promotion are summarized in the following charts (see under headings "**Appointment Standards**", "**Reappointment and Tenure Standards**", and "**Promotion Standards**").

Measurement of these standards for this department is summarized and detailed in the Evaluation Techniques section of this document .

#### IV. B. APPOINTMENT STANDARDS—ACCOUNTING

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES OR EXCEPTIONS
PROFESSOR	<ul style="list-style-type: none"> <li>* Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	<ul style="list-style-type: none"> <li>* None</li> </ul>
ASSOCIATE PROFESSOR	<ul style="list-style-type: none"> <li>* Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	<ul style="list-style-type: none"> <li>* None</li> </ul>
ASSISTANT PROFESSOR	<ul style="list-style-type: none"> <li>* An A.B.D. with a major in accounting from an AACSB accredited school or its equivalent, leading to appropriate Ph.D.</li> </ul>	<ul style="list-style-type: none"> <li>* L.L.M. in taxation with C.P.A. or C.M.A. certification only when the faculty member is in an associated field of instruction.</li> </ul>
INSTRUCTOR	<ul style="list-style-type: none"> <li>* Appropriate master's degree from an AACSB accredited school or its equivalent, with professional certification. (eg.,C.P.A. or C.M.A.).</li> </ul>	<ul style="list-style-type: none"> <li>* L.L.M. in taxation with C.P.A. or C.M.A. certification only when the faculty member is in an associated field of instruction.</li> <li>* Enrollment in program leading to appropriate Ph.D.</li> </ul>

**IV. C. REAPPOINTMENT AND TENURE STANDARDS for Accounting faculty hired after 1/1/1997.**

**PROFESSOR**

Year	1	2	3
Evaluation	Initial Interim	Full/R	Full/T
Instructional Effectiveness	DAA	DAA	DAA
Scholarly/Creative Activity	X	A	DAA
Service	A	A	A

**ASSOCIATE PROFESSOR**

Year	1	2	3	4
Evaluation	Initial Interim	Full/R	Comprehensive Interim	Full/T
Instructional Effectiveness	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X*	X*	DAA
Service	A	A	A	A

**ASSISTANT PROFESSOR**

Year	1	2	3	4	5
Evaluation	Initial Interim <sup>1</sup>	Initial Interim <sup>1</sup>	Full/R <sup>2</sup>	Comprehensive Interim	Full/T
Instructional Effectiveness	DAA	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X	X*	X*	DAA
Service	A	A	A	A	A

**INSTRUCTOR**

Year	1	2	3	4	5	6
Evaluation	Initial Interim <sup>3</sup>	Initial Interim	Full/R	Comprehensive Interim	Comprehensive Interim	Full/T
Instructional Effectiveness	DAA	DAA	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X	X*	X*	X*	DAA
Service	A	A	A	A	A	A

<sup>1</sup> Measurable progress toward an appropriate Ph.D. (Statement from dissertation chair required.)

<sup>2</sup> Appropriate Ph.D. in hand. <sup>3</sup> Master's degree, C.P.A or CMA or measurable progress toward appropriate doctorate (Statement from dissertation or department chair required.)

\*denotes evaluated and rated but rating is advisory only.

**IV. D. PROMOTION STANDARDS—ACCOUNTING**

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
TO PROFESSOR	5 years as associate professor at EMU	Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSOCIATE PROFESSOR	5 years as assistant professor at EMU if hired after 1/1/97. 4 years as assistant professor at EMU if hired before 1/1/97	Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent.	DAA	DAA	DAA
TO ASSISTANT PROFESSOR	2 years as instructor at EMU	Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent	DAA	DAA	DAA

## V. EVALUATION TECHNIQUES: ACCOUNTING DISCIPLINE

### A. Instructional Effectiveness

#### 1. Data Collection Procedures

- a. Faculty member's written report of activities and accomplishments. Each applicant must include a personal report of activities and accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Such report may include, but is not limited to, evidence indicating the extent to which the applicant does the following:
- 1) Prepares for teaching
    - Knows subject matter and keeps current.
    - Participates creatively in the subject area through the development of and program coordination.
  - 2) Plans effectively for teaching
    - Has a clear idea of the function of his/her course(s) within the Department, within the University and/or community, and of its role in preparing students for careers.
    - Has a clear idea of the long-term objectives for the course(s) and for the day-to-day classroom activities as evidenced by course syllabi.
    - Evaluates students so as to measure the attainment of objectives set forth.
  - 3) Practices good teaching methods
    - Clearly informs students of the purposes and objectives of the course(s) and of units of study in the course(s).
    - Helps students develop methods of study and skills in self-direction.
    - Keeps students informed of specific responsibilities (e.g., equipment usage, study requirements).
    - Provides students with regular and prompt performance evaluations.
  - 4) Is committed to students
    - Helps students who need his/her help.
    - Works beyond regular classroom responsibilities to help students with independent learning experiences (e.g., special problems, independent study, thesis, publication).
    - Keeps up-to-date regarding practices and procedures necessary for academic advising.
    - Assists students with academic problems.
    - Holds office hours on a regular basis.
  - 5) Quality standards are set
    - Academic level of the material presented is appropriate.

- Grading and performance standards of the profession and the department are met.
  - A high quality learning environment is being developed in the classroom.
- b. Department Head evaluations, including classroom visitations.
- c. Department Personnel Committee evaluations, including classroom visitations.
- d. Student evaluations from university-wide evaluation system and those required departmental questions, if any, as selected by the personnel committee.
- e. Student evaluations of advising.
- f. Teaching awards.
- g. Peer evaluations.
- h. Other areas.

## **2. Procedures of Classroom visitation by peers and department head.**

- a. Faculty to be evaluated shall be consulted prior to dates for visitation being set.
- b. Peer and department head evaluation of classroom visitations shall be in writing and provided to the faculty member within ten (10) working days following the classroom visit.
- c. Both peers and department head should complete the Classroom Observation Report given in Appendix A for Accounting faculty.

## **3. Ratings**

The Personnel Committee and the Department Head will evaluate all evidence submitted. The most important factor in rating instructional effectiveness is the quality of the learning experience for students. For interim evaluations, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the ratings awarded for full evaluations for reappointment, tenure and promotion.

**Exceptional (E):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of a truly superior teacher. Evaluators must describe performance as better in quality than distinctly above average.

**Distinctly Above Average (DAA):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of an excellent teacher. Evaluators must describe performance as better in quality than average. Attributes of an excellent teacher include, but are not limited to:

- Possesses a comprehensive knowledge of the field. Has a scholarly grasp of the subject matter and an abiding interest in the area of study.
- Organizes and presents subject matter effectively. What is taught is consistent with the objectives of the course; interrelationships are suggested between the subject matter and the course and with other fields of learning or society.
- Stimulates thinking and develops understanding. The student's intellect is challenged; critical thinking and an open-minded attitude are encouraged to the end that the student becomes more self-directing in this field of knowledge.
- Demonstrates resourcefulness. Makes good use of the available human and material resources and uses techniques of teaching appropriate to the course and the specific class or situation.

**Average (A):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as that of a good teacher. This is the minimum acceptable level of performance.

**Below Average (BA):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as less than that of a good teacher.

## **B. Scholarly and/or Creative Activity**

### **1. Data Collection Procedures**

Each applicant must include a personal report of his/her scholarly activities and provide copies of papers, articles, books, publications and/or other tangible documentation (accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Scholarly and/or creative activity is not evaluated during interim evaluations.

### **2. Ratings**

The Personnel Committee and the Department Head reserve the right to judge the quality of a particular scholarly and/or creative activity.

**Exceptional (E):** Faculty member must accomplish Scholarly/Creative Activity which places the individual's achievement clearly above the distinctly above average rating.

**Distinctly Above Average (DAA):** Faculty member must accomplish the following:

For faculty who were hired prior to September 1, 2007:

Two refereed journal articles in an academic/professional publication.

For faculty who were hired after September 1, 2007:

Three refereed journal articles in an academic/professional publication.

**Average (A):** The Department Personnel Committee and the Department Head shall determine if a reasonable quality and quantity combination of the following types of activities is evidenced by the applicant (the following listing is not all-inclusive):

1. Publications of articles, proceedings, monographs, books, book chapters, textbook supplements, software, or in-house journals.
2. Participation in a professional or academic seminar, workshop, conference, or meeting as follows:
  - presenter; or
  - author, co-author, or co-preparer; or
  - discussant; or
  - moderator.
3. Preparation of publicly available working papers including those resulting from grants.
4. Published critical reviews of professional or academic materials.
5. Publicly available written cases with instruction manuals.
6. New course design.
7. Development of instructional software.
8. Serving as an editorial referee for a professional or academic journal if not used for service activities.

**Below Average (BA):** This rating is given by the Department Head and Personnel Committee when the quantity and quality of scholarly/creative activity does not meet the rating of average.

**C. Service Activity**

**1. Data Collection Procedures**

The applicant will clearly identify his/her service activities related to the department and the university in a narrative text (accomplishments (see "**PREPARATION OF APPLICATION**" for specific instructions concerning format). Supportive evidence must be provided to indicate the quantity of different service activities and the quality of the effort extended in those activities.

## Service Activities

Service to the department, university or community may include, but is not limited to, the following:

1. Departmental, college and university committee activities.
2. Work with student organizations.
3. Contributions toward curriculum development.
4. Special assignments.
5. Offices held at Eastern Michigan University.
6. Service to professional organizations and honor societies.
7. Consulting.
8. Serving as an editorial referee for a professional or academic journal, if not used for scholarly/creative activities.
9. Other professionally-related service activities.

## **2. Ratings**

The Personnel Committee and the Department Head will evaluate all evidence submitted. For the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the rating awarded for full evaluations for reappointment, tenure and promotion.

Both service to the department and beyond the department is required for "Exceptional" or DAA ratings. Of Course this does not imply that service in both areas is required each and every year. Rather, each faculty will need to balance his or her service activities within and beyond the department across years.

**Exceptional (E):** Awarded when the quantity and quality of service shall be evaluated, in addition to the basis described for distinctly above average, as far beyond that normally expected of faculty. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community with distinction.

**Distinctly Above Average (DAA):** Awarded when the quality and quantity of service shall be evaluated, in addition to the basis described for average, as substantially more than one's fair share. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community over and above the normal requirements. Service to the department as well as other service must be substantially more than one's fair share to obtain this rating.

**Average (A):** Awarded when the quality and quantity of service to the department, the college, the university or the wider community shall be evaluated as that normally

expected; one's fair share. One's fair share of service to the department includes adequate service in assigned departmental responsibilities.

**Below Average (BA):** The faculty member does not have normally expected quantity and quality of services for the rating of average.

## **VI. DEPARTMENT STANDARDS: DECISION SCIENCE DISCIPLINE**

### **A. Rating Scale**

**Exceptional (E)** denotes performance far in excess of the expectations for present rank.

**Distinctly Above Average (DAA)** denotes performance well above the expectations for present rank.

**Average (A)** denotes performance commensurate with the expectations for present rank.

**Below Average (BA)** denotes performance below the expectations for present rank.

### **Standards**

The criteria for faculty evaluation must be applied to applicants engaged in varying disciplines. Therefore each department evaluation document is unique to its discipline. However, these standards are presented in a uniform format which is consistent with the requirements of Article XIII of the Agreement.

The standards for 1) appointment, 2) reappointment and tenure and 3) promotion are summarized in the following charts (see under headings "**Appointment Standards**", "**Reappointment and Tenure Standards**", and "**Promotion Standards**").

Measurement of these standards for this department is summarized and detailed in the Evaluation Techniques section of this document .

**VI. B. APPOINTMENT STANDARDS—DECISION SCIENCES DISCIPLINE**

	<u>ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA</u>	<u>EQUIVALENCIES OR EXCEPTIONS</u>
<u>PROFESSOR</u>	<ul style="list-style-type: none"> <li>* Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline<sup>2</sup> for decision sciences from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	* None
<u>ASSOCIATE PROFESSOR</u>	<ul style="list-style-type: none"> <li>* Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline<sup>2</sup> for decision sciences from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	* None
<u>ASSISTANT PROFESSOR</u>	* An A.B.D. <sup>1</sup> with a major in an appropriate discipline <sup>2</sup> for decision sciences from an AACSB accredited school or its equivalent, leading to appropriate Ph.D.	* None.
<u>INSTRUCTOR</u>	* Master’s Degree in an appropriate discipline <sup>2</sup> for decision sciences from an AACSB accredited school or its equivalent and enrollment in a program leading to a PhD in an appropriate discipline <sup>2</sup> for decision sciences from an AACSB accredited school or its equivalent.	* Master’s degree or higher from an AACSB accredited school or its equivalent and at least five years professional experience in the appropriate decision science area, where the appropriateness of the area is subject to the approval by a majority of the decision science faculty.

<sup>1</sup> A.B.D stands for All But Dissertation

<sup>2</sup> Appropriate decision science disciplines are: Statistics; Economics with an emphasis and/or dissertation in econometrics and industrial organization; Operations Research. Appropriateness of other decision science disciplines is subject to the approval by a majority of the decision science faculty.

## **VI. C. REAPPOINTMENT AND TENURE STANDARDS for Decision Science Faculty**

### **PROFESSOR**

Year	1	2	3
Evaluation	Initial Interim	Full/R	Full/T
Instructional Effectiveness	DAA	DAA	DAA
Scholarly/Creative Activity	X	A	DAA
Service	A	A	A

### **ASSOCIATE PROFESSOR**

Year	1	2	3	4
Evaluation	Initial Interim	Full/R	Comprehensive Interim	Full/T
Instructional Effectiveness	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X*	X*	DAA
Service	A	A	A	A

### **ASSISTANT PROFESSOR**

Year	1	2	3	4	5
Evaluation	Initial Interim <sup>1</sup>	Initial Interim <sup>1</sup>	Full/R <sup>2</sup>	Comprehensive Interim	Full/T
Instructional Effectiveness	DAA	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X	X*	X*	DAA
Service	A	A	A	A	A

### **INSTRUCTOR**

Year	1	2	3	4	5	6
Evaluation	Initial Interim <sup>3</sup>	Initial Interim	Full/R	Comprehensive Interim	Comprehensive Interim	Full/T <sup>4</sup>
Instructional Effectiveness	DAA	DAA	DAA	DAA	DAA	DAA
Scholarly/Creative Activity	X	X	X*	X*	X*	DAA
Service	A	A	A	A	A	A

<sup>1</sup> Measurable progress toward an appropriate Ph.D. (Statement from dissertation chair required.)

<sup>2</sup> Appropriate Ph.D. in hand.

<sup>3</sup> For those hired under the Academic Credentials and Additional Criteria Standard, the instructor must demonstrate measurable progress towards the appropriate doctorate (statement from dissertation or department chair required). This does not apply to those hired under the Equivalencies or Exceptions standards.

<sup>4</sup> For those hired under the Academic Credentials and Additional Criteria Standard, appropriate Ph.D. in hand. This does not apply to those hired under the Equivalencies or Exceptions standards.

\*denotes evaluated and rated but rating is advisory only.

**VI. D. PROMOTION STANDARDS—DECISION SCIENCE DISCIPLINES**

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
TO PROFESSOR	5 years as associate professor at EMU	Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline for decision sciences from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSOCIATE PROFESSOR	5 years as assistant professor at EMU 4 years as assistant professor at EMU	Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline for decision sciences from an AACSB accredited school or its equivalent.	DAA	DAA	DAA
TO ASSISTANT PROFESSOR	2 years as instructor at EMU	Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline for decision sciences from an AACSB accredited school or its equivalent	DAA	DAA	DAA

## VII. EVALUATION TECHNIQUES: DECISION SCIENCE DISCIPLINES

### A. Instructional Effectiveness

#### 1. Data Collection Procedures

- a. Faculty member's written report of activities and accomplishments. Each applicant must include a personal report of activities and accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Such report may include, but is not limited to, evidence indicating the extent to which the applicant does the following:
  - 1) Prepares for teaching
    - Knows subject matter and keeps current.
    - Participates creatively in the subject area through the development of and program coordination.
  - 2) Plans effectively for teaching
    - Has a clear idea of the function of his/her course(s) within the Department, within the University and/or community, and of its role in preparing students for careers.
    - Has a clear idea of the long-term objectives for the course(s) and for the day-to-day classroom activities as evidenced by course syllabi.
    - Evaluates students so as to measure the attainment of objectives set forth.
  - 3) Practices good teaching methods
    - Clearly informs students of the purposes and objectives of the course(s) and of units of study in the course(s).
    - Helps students develop methods of study and skills in self-direction.
    - Keeps students informed of specific responsibilities (e.g., equipment usage, study requirements).
    - Provides students with regular and prompt performance evaluations.
  - 4) Is committed to students
    - Helps students who need his/her help.
    - Works beyond regular classroom responsibilities to help students with independent learning experiences (e.g., special problems, independent study, thesis, publication).
    - Keeps up-to-date regarding practices and procedures necessary for academic advising.
    - Assists students with academic problems.
    - Holds office hours on a regular basis.
  - 5) Quality standards are set
    - Academic level of the material presented is appropriate.
    - Grading and performance standards of the profession and the department are met.
    - A high quality learning environment is being developed in the classroom.

- b. Department Head evaluations, including classroom visitations.
- c. Department Personnel Committee evaluations, including classroom visitations.
- d. Student evaluations from university-wide evaluation system and those required departmental questions, if any, as selected by the personnel committee.
- e. Student evaluations of advising.
- f. Teaching awards.
- g. Peer evaluations.
- h. Other areas.

## **2. Procedures of Classroom visitation by peers and department head.**

- a. Faculty to be evaluated shall be consulted prior to dates for visitation being set.
- b. Peer and department head evaluation of classroom visitations shall be in writing and provided to the faculty member within ten (10) working days following the classroom visit.
- c. Both peers and department head should complete the Classroom Observation Report given in Appendix B for Decision Science faculty.

## **3. Ratings**

The Personnel Committee and the Department Head will evaluate all evidence submitted. The most important factor in rating instructional effectiveness is the quality of the learning experience for students. For interim evaluations, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the ratings awarded for full evaluations for reappointment, tenure and promotion.

**Exceptional (E):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of a truly superior teacher. Evaluators must describe performance as better in quality than distinctly above average.

**Distinctly Above Average (DAA):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of an excellent teacher. Evaluators must describe performance as better in quality than average. Attributes of an excellent teacher include, but are not limited to:

- Possesses a comprehensive knowledge of the field. Has a scholarly grasp of the subject matter and an abiding interest in the area of study.
- Organizes and presents subject matter effectively. What is taught is consistent with the objectives of the course; interrelationships are suggested between the subject matter and the course and with other fields of learning or society.
- Stimulates thinking and develops understanding. The student's intellect is challenged; critical thinking and an open-minded attitude are encouraged to the end that the student becomes more self-directing in this field of knowledge.
- Demonstrates resourcefulness. Makes good use of the available human and material resources and uses techniques of teaching appropriate to the course and the specific class or situation.

**Average (A):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as that of a good teacher. This is the minimum acceptable level of performance.

**Below Average (BA):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as less than that of a good teacher.

## **B. Scholarly and/or Creative Activity**

### **1. Data Collection Procedures**

Each applicant must include a personal report of his/her scholarly activities and provide copies of papers, articles, books, publications and/or other tangible documentation (accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Scholarly and/or creative activity is not evaluated during interim evaluations.

### **2. Ratings**

The Personnel Committee and the Department Head reserve the right to judge the quality of a particular scholarly and/or creative activity.

**Exceptional (E):** Faculty member must accomplish Scholarly/Creative Activity which places the individual's achievement clearly above the distinctly above average rating.

**Distinctly Above Average (DAA):** Faculty member must accomplish the following:

For faculty who were hired prior to September 1, 2007:

Two refereed journal articles in an academic/professional publication.

For faculty who were hired after September 1, 2007:

Three refereed journal articles in an academic/professional publication.

**Average (A):** The Department Personnel Committee and the Department Head shall determine if a reasonable quality and quantity combination of the following types of activities is evidenced by the applicant (the following listing is not all-inclusive):

1. Publications of articles, proceedings, monographs, books, book chapters, textbook supplements, software, or in-house journals.
2. Participation in a professional or academic seminar, workshop, conference, or meeting as follows:
  - presenter; or
  - author, co-author, or co-preparer; or
  - discussant; or
  - moderator.
3. Preparation of publicly available working papers including those resulting from grants.
4. Published critical reviews of professional or academic materials.
5. Publicly available written cases with instruction manuals.
6. New course design.
7. Development of instructional software.
8. Serving as an editorial referee for a professional or academic journal if not used for service activities.

**Below Average (BA):** This rating is given by the Department Head and Personnel Committee when the quantity and quality of scholarly/creative activity does not meet the rating of average.

## C. Service Activity

### 1. Data Collection Procedures

The applicant will clearly identify his/her service activities related to the department and the university in a narrative text (accomplishments (see "**PREPARATION OF APPLICATION**" for specific instructions concerning format). Supportive evidence must be provided to indicate the quantity of different service activities and the quality of the effort extended in those activities.

#### Service Activities

Service to the department, university or community may include, but is not limited to, the following:

1. Departmental, college and university committee activities.
2. Work with student organizations.
3. Contributions toward curriculum development.
4. Special assignments.
5. Offices held at Eastern Michigan University.
6. Service to professional organizations and honor societies.

7. Consulting.
8. Serving as an editorial referee for a professional or academic journal, if not used for scholarly/creative activities.
9. Other professionally-related service activities.

## 2. Ratings

The Personnel Committee and the Department Head will evaluate all evidence submitted. For the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the rating awarded for full evaluations for reappointment, tenure and promotion.

Both service to the department and beyond the department is required for "Exceptional" or DAA ratings. Of Course this does not imply that service in both areas is required each and every year. Rather, each faculty will need to balance his or her service activities within and beyond the department across years.

**Exceptional (E):** Awarded when the quantity and quality of service shall be evaluated, in addition to the basis described for distinctly above average, as far beyond that normally expected of faculty. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community with distinction.

**Distinctly Above Average (DAA):** Awarded when the quality and quantity of service shall be evaluated, in addition to the basis described for average, as substantially more than one's fair share. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community over and above the normal requirements. Service to the department as well as other service must be substantially more than one's fair share to obtain this rating.

**Average (A):** Awarded when the quality and quantity of service to the department, the college, the university or the wider community shall be evaluated as that normally expected; one's fair share. One's fair share of service to the department includes adequate service in assigned departmental responsibilities.

**Below Average (BA):** The faculty member does not have normally expected quantity and quality of services for the rating of average.

## VIII. DEPARTMENT STANDARDS: FINANCE DISCIPLINE

### A. Rating Scale

**Exceptional (E)** denotes performance far in excess of the expectations for present rank.

**Distinctly Above Average (DAA)** denotes performance well above the expectations for present rank.

**Average (A)** denotes performance commensurate with the expectations for present rank.

**Below Average (BA)** denotes performance below the expectations for present rank.  
Standards

The criteria for faculty evaluation must be applied to applicants engaged in varying disciplines. Therefore each department evaluation document is unique to its discipline. However, these standards are presented in a uniform format which is consistent with the requirements of Article XIII of the Agreement.

The standards for 1) appointment, 2) reappointment and tenure and 3) promotion are summarized in the following charts (see under headings "Appointment Standards", "Reappointment and Tenure Standards", and "Promotion Standards").

Measurement of these standards for this department is summarized and detailed in the Evaluation Techniques section of this document.

### VIII. B. APPOINTMENT STANDARDS—FINANCE DISCIPLINE

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES OR EXCEPTIONS
PROFESSOR	<ul style="list-style-type: none"> <li>* Ph.D. or D.B.A. in Finance from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	<ul style="list-style-type: none"> <li>* None</li> </ul>
ASSOCIATE PROFESSOR	<ul style="list-style-type: none"> <li>* Ph.D. or D.B.A. in Finance from an AACSB accredited school or its equivalent.</li> <li>* Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.</li> </ul>	<ul style="list-style-type: none"> <li>* Ph.D. in related area with at least 15 Graduate credit hours in an appropriate major.</li> </ul>
ASSISTANT PROFESSOR	<ul style="list-style-type: none"> <li>* Ph.D, D.B.A. in Finance, or A.B.D.<sup>1</sup> leading to a Ph.D. or D.B.A. in Finance, from an AACSB accredited school or its equivalent.</li> </ul>	<ul style="list-style-type: none"> <li>* Ph.D. in related area with at least 15 Graduate credit hours in an appropriate major.</li> </ul>
INSTRUCTOR	<ul style="list-style-type: none"> <li>* Appropriate master's degree from an AACSB accredited school or its equivalent.</li> </ul>	<ul style="list-style-type: none"> <li>* A.B.D. leading to a Ph.D. in Finance from an AACSB accredited school or its equivalent.</li> </ul>

1 A.B.D.: Stands for All But Dissertation

**VIII. C. REAPPOINTMENT AND TENURE STANDARDS for Finance faculty hired after 1/1/1997.**

**PROFESSOR**

Year	1	2	3
Evaluation	Initial Interim	Full/R	Full/T
Instructional Effectiveness	A	A	DAA
Scholarly/Creative Activity	X	A	DAA
Service	A	A	A

**ASSOCIATE PROFESSOR**

Year	1	2	3	4
Evaluation	Initial Interim	Full/R	Comprehensive Interim	Full/T
Instructional Effectiveness	A	A	A	DAA
Scholarly/Creative Activity	X	X*	X*	DAA
Service	A	A	A	A

**ASSISTANT PROFESSOR**

Year	1	2	3	4	5
Evaluation	Initial Interim <sup>1</sup>	Initial Interim <sup>1</sup>	Full/R <sup>2</sup>	Comprehensive Interim	Full/T
Instructional Effectiveness	A	A	A	A	DAA
Scholarly/Creative Activity	X	X	X*	X*	DAA
Service	A	A	A	A	A

**INSTRUCTOR**

Year	1	2	3	4	5	6
Evaluation	Initial Interim	Initial Interim	Full/R	Comprehensive Interim	Comprehensive Interim	Full/T
Instructional Effectiveness	A	A	A	A	A	DAA
Scholarly/Creative Activity	X	X	X*	X*	X*	DAA
Service	A	A	A	A	A	A

<sup>1</sup> A.B.D. hires must provide evidence of measurable progress toward an appropriate Ph.D. or D.B.A. (Statement from dissertation chair required.)

<sup>2</sup> Appropriate Ph.D. or D.B.A. in hand.

\*denotes evaluated and rated but rating is advisory only.

**VIII. D. PROMOTION STANDARDS—FINANCE DISCIPLINE**

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
TO PROFESSOR	5 years as associate professor at EMU	Ph.D. or D.B.A. in Finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSOCIATE PROFESSOR	5 years as assistant professor at EMU if hired after 1/1/97. 4 years as assistant professor at EMU if hired before 1/1/97	Ph.D. or D.B.A. in Finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSISTANT PROFESSOR	2 years as instructor at EMU	Ph.D. or D.B.A. in Finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA

## **IX. EVALUATION TECHNIQUES: FINANCE DISCIPLINE**

### **A. Instructional Effectiveness**

#### **1. Data Collection Procedures**

a. Each applicant must write a report of activities and accomplishments for Full Evaluations. Each applicant must include a personal report of activities and accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Such report may include, but is not limited to, evidence indicating the extent to which the applicant does the following:

1). Prepares for teaching

- Knows subject matter and keeps current.
- Participates creatively in the subject area through the development of teaching materials and program coordination.
- Seeks the latest information in the subject area(s) taught by reading, attending professional conferences, and /or by communicating with colleagues.
- Regularly evaluates his/her own past teaching methods, procedures, and course content.

2). Plans effectively for teaching

- Has a clear idea of the function of his/her course(s) within the Department, and/or community, and of its role in preparing students for careers.
- Has a clear idea of the long-term objectives for the course(s) and for the day-to-day classroom activities as evidenced by course syllabi.
- Evaluates students so as to measure the attainment of objectives set forth.

3). Practices good teaching methods

- Clearly informs students of the purposes and objectives of the course(s) and of units of study in the course(s).
- Helps students develop methods of study and skills in self-direction.
- Keeps students informed of specific responsibilities (e.g., equipment usage, study requirements).
- Provides students with regular and prompt performance evaluations.
- Informs students of specific course assignments (e.g., dates of exams, papers, etc.)
- Attempts to establish a classroom environment conducive to learning.
- Evaluates students so as to measure the attainment of course objectives.

4). Is committed to students

- Helps students who need his/her help.
- Works beyond regular classroom responsibilities to help students with independent learning experiences (e.g., special problems, independent study, thesis, publication)
- Keeps up-to-date regarding practices and procedures necessary for academic advising.
- Assists students with academic problems.
- Holds office hours on a regular basis.

5). Quality standards are set

- Academic level of the material presented is appropriate meets the generally accepted norms of complexity for a given class level in each discipline.
- Grading and performance standards of the profession and the department do no err toward an inflationary tendency.
- A high quality learning environment is being developed in the classroom. [As referred to in items in 1), 2), 3), and 4)].

b. Department Head evaluations, including classroom visitations.

c. Department Personnel Committee evaluations, including classroom visitations.

d. Student evaluations from university-wide evaluation system and those required departmental questions, if any, as selected by the personnel committee.

e. Student evaluations of advising, if applicable.

f. Teaching awards.

g. Classroom Teaching Observation form (majority of the Finance Personnel Committee.)

h. Other areas.

**2. Procedures of Classroom visitation by peers and department head.**

a. Procedures for classroom visits are provided in Appendix C.

b. Peer and department head evaluation of classroom visitations shall be in writing and provided to the faculty member within ten (10) working days following the classroom visit.

- c. Both peers and department head should complete the Classroom Teaching Observation form given in Appendix \_D.

### **3. Ratings**

The Personnel Committee and the Department Head will evaluate all evidence submitted. The most important factor in rating instructional effectiveness is the quality of the learning experience for students. For interim evaluations, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head, giving the rationale for the ratings awarded for full evaluations for reappointment, tenure and promotion.

**Exceptional (E):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of a truly superior teacher. Evaluators must describe performance as better in quality than distinctly above average.

**Distinctly Above Average (DAA):** Awarded when the quality of instruction offered by the applicant shall be evaluated as that of an excellent teacher. Evaluators must describe performance as better in quality than average.

**Average (A):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as that of a good teacher. This is the minimum acceptable level of performance.

**Below Average (BA):** Awarded when the quality of the instruction offered by the applicant shall be evaluated as less than that of a good teacher.

## **B. Scholarly and/or Creative Activity**

### **1. Data Collection Procedures**

For all Full Evaluations each applicant must include a personal report of his/her scholarly activities and provide copies of papers, articles, books, publications and/or other tangible documentation (accomplishments (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Scholarly and/or creative activity is not evaluated during interim evaluations.

### **2. Ratings**

The Personnel Committee and the Department Head reserve the right to judge the quality of a particular scholarly and/or creative activity. The primary determinants of quality will be based on evidence of original contribution and/or significant

development/extension of one's discipline or related fields, as indicated in Article XV of the EMU-AAUP contract.

**Exceptional (E):** Faculty member must accomplish Scholarly/Creative Activity which places the individual's achievement clearly above the distinctly above average rating.

**Distinctly Above Average (DAA):** Faculty member must accomplish the following:

1. Three refereed journal articles in an academic/professional publications; or
2. Two refereed journal articles in academic/professional publications and one of the following:
  - a. Three refereed papers published in academic/professional proceedings, or
  - b. Three presentations at national and regional meetings, or
  - c. One professional monograph or textbook published by a reputable college publisher paying royalties or by a reputable professional or scholarly organization, or
  - d. A reasonable quality and quantity combination of the following types of activities as determined by the Personnel Committee and Department Head.
    - (i) Publication of articles, proceedings, monographs, textbooks, software, or textbook supplements.
    - (ii) Preparation and presentation at professional seminars, workshops, or conferences.
    - (iii) Preparation of working papers, including those resulting from grants.
    - (iv) Published critical reviews of professional materials.
    - (v) Serving as an editorial referee for a professional journal.
    - (vi) Serving as a consultant in some area of professional specialization.

**Average (A):** Faculty member must accomplish the following

1. For reappointment, tenure, or promotion, one refereed journal article in academic/professional publication; or
2. For reappointment, tenure, or promotion, one of the following:
  - a. Two refereed papers published in academic proceedings, or
  - b. Two presentations at national and regional meetings, or
  - c. One professional monograph or textbook published by a college publisher paying royalties or by a reputable professional or scholarly organization, or
  - d. A reasonable quality and quantity combination of the following types of activities as determined by the Personnel Committee and Department Head.
    - (i) Publications or articles, proceedings, monographs, textbooks, software, or textbook supplements.

- (ii) Preparation and presentation at professional seminars, workshops or conferences.
  - (iii) Preparation of working papers, including those resulting from grants.
  - (iv) Published critical reviews of professional materials.
  - (v) Serving as an editorial referee for a professional journal.
  - (iv) Serving as a consultant in some area of professional specialization.
3. For professional performance evaluation, at least one item form the following list:
- a. Refereed journal article.
  - b. Refereed paper published in a proceeding.
  - c. Presentation of a non-refereed article or paper of high quality research work at a respected professional conference.
  - d. Working paper of journal or proceeding quality that has been disseminated.
  - e. Professional monograph or textbook published by a college publisher paying royalties or by a reputable professional or scholarly organization.
  - f. High quality, original work disseminated in the classroom, among practitioners, or among a wider community.

**Below Average (BA):** This rating is given by the Department Head and Personnel Committee when the quantity and quality of scholarly/creative activity does not meet the rating of average.

**C. Service Activity**

**1. Data Collection Procedures**

The applicant will clearly identify his/her service activities related to the department and the university in a narrative text (see "PREPARATION OF APPLICATION" for specific instructions concerning format). Supportive evidence must be provided to indicate the quantity of different service activities and the quality of the effort extended in those activities.

**Service Activities**

Service to the department, university or community may include, but is not limited to, the following:

1. Departmental, college and university committee activities.
2. Work with student organizations.
3. Contributions toward curriculum development.
4. Special assignments.
5. Offices held at Eastern Michigan University.
6. Service to professional organizations and honor societies.

7. Consulting performed as volunteer or contributed services in professionally related activities.
8. Other professionally-related service activities.

## 2. Ratings

The Personnel Committee and the Department Head will evaluate all evidence submitted. For interim evaluations, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. Written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the rating awarded for full evaluations for reappointment, tenure and promotion, and Full Professional Evaluations of tenured faculty.

**Exceptional (E):** Awarded when the quantity and quality of service shall be evaluated, in addition to the basis described for distinctly above average, as far beyond that normally expected of faculty. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community with distinction.

**Distinctly Above Average (DAA):** Awarded when the quality and quantity of service shall be evaluated, in addition to the basis described for average, as substantially more than one's fair share. This shall be evidenced by the faculty member serving the department, the college, the university or the wider community over and above the normal requirements. Service to the department as well as other service must be substantially more than one's fair share to obtain this rating.

**Average (A):** Awarded when the quality and quantity of service to the department, the college, the university or the community shall be evaluated as that normally expected; one's fair share. One's fair share of service to the department includes adequate service, both in the scope of faculty member's service activities relative to his/her colleagues ("fair share"), and the quality of his/her contribution to service undertaken.

**Below Average (BA):** The faculty member does not have normally expected quantity and quality of services for the rating of average.

**X. APPENDIX A**

**Eastern Michigan University  
Department of Accounting and Finance  
Classroom Visitation Report—Accounting Discipline**

Instructor's Name \_\_\_\_\_ Course Visited \_\_\_\_\_  
 Rank \_\_\_\_\_ Semester \_\_\_\_\_  
 Date \_\_\_\_\_

	OBSERVED	NOT OBSER- -VED	NOT APPLI- CABLE
1. The instructor stimulates students' interest in the subject matter.			
2. The instructor was aware when students were having difficulty in understanding a topic.			
3. Explanations were clear and to the point.			
4. The instructor seemed enthusiastic when presenting.			
5. The instructor stimulated course material.			
6. Well chosen examples were used to clarify points.			
7. The instructor presented material at an appropriate pace.			
8. The instructor answered questions carefully and clearly.			
9. The instructor raised stimulating and challenging questions.			
10. The instructor discussed topics in sufficient depth.			
11. The instructor led class discussion skillfully.			
12. The instructor was open to differing points of view.			
13. Lectures were well organized.			
14. The instructor was well prepared for class.			
15. Scheduled class time was effectively used.			
16. Adequate time was provided for questions/discussion.			
17. Lectures were consistent with the course outline.			
18. The instructor clearly interpreted abstract ideas and theories.			
19. The instructor had a thorough knowledge of the subject.			
20. The instructor used appropriate multimedia technology.			

COMMENTS

Evaluator's Overall Rating:

Exceptional	
Distinctly Above Average	
Average	
Below Average	

Evaluator \_\_\_\_\_

Signature

**X. APPENDIX B**

**Eastern Michigan University  
Department of Accounting and Finance  
Classroom Teaching Observation—Decision Science Discipline**

Use the following checklist to show which attributes were used in developing your overall class evaluation. Use the comments section, or extra pages if necessary, to comment on attributes that were used to support a non-average rating.

Name of evaluator \_\_\_\_\_

Class evaluated \_\_\_\_\_

<u>CATEGORY</u>	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
<b>LEARNING ENVIRONMENT</b>			
1. Variety of teaching techniques.			
2. Motivation of students through enthusiasm for the subject matter.			
3. Student participation.			
4. The development of student’s thinking & analytical skills, rather than simple memorization.			
<b>SUBJECT MATTER</b>			
1. Background preparation.			
2. Teaching the application of knowledge and knowledge & theory themselves.			
3. Professional experience as examples in teaching.			
4. Evidence of maintaining up-to-date course material.			
5. Topic covered at the appropriate level.			
6. Main ideas are clear and specific.			
<b>VERBAL/NON-VERBAL</b>			
1. Articulation and pronunciation.			
2. Volume sufficient to be heard.			
3. Rate of delivery.			
<b>ORGANIZATION</b>			
1. Purpose of the class session.			
2. Defining terms, concepts and principles.			
3. Arranging and discussing the content in a systematic and organized fashion.			
4. Presenting clear and simple examples to clarify abstract and difficult ideas.			

**CLASSROOM TEACHING OBSERVATION: DS DISCIPLINE (Page 2)**

CATEGORY	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
<b>USE OF QUESTIONS</b>			
1. Using questions to see what the students knew about the lecture topic.			
2. Using questions to gain student's attention.			
3. Receiving student questions politely and enthusiastically.			
4. Pausing after all questions to allow students time to think of an answer.			
<b>INTERACTION</b>			
1. Listening carefully to student comments and questions.			
2. Informative instructor feedback.			
3. Noting and responding to signs of puzzlement, boredom, curiosity, etc.			
4. Encouraging student questions.			
<b>USE OF MEDIA</b>			
1. Legibility of writing on board/overhead/slides.			
2. Easy to follow and organized information presented on board, overhead, or slides.			
3. Contribution of AV-materials to the student's comprehension of the concept(s) being taught.			

***OVERALL RATING FOR THIS CLASS***

\_\_\_\_\_ EXCEPTIONAL

\_\_\_\_\_ DISTINCTLY ABOVE AVERAGE

\_\_\_\_\_ AVERAGE

\_\_\_\_\_ BELOW AVERAGE

**COMMENTS (ADD PAGES IF NECESSARY)**

## **IX. APPENDIX C**

### **Eastern Michigan University Department of Accounting and Finance Procedure for Classroom Visit—Finance Discipline**

#### **Notice of Visit**

1. The Personnel Committee Chair and Department Head will notify faculty in writing (email or letter) at least one week in advance that committee members and Department Head are to be expected during specified two-week periods.
2. Faculty must inform the Personnel Committee Chair and Department Head within three days of the notifications of class(es) not suited for visitations during the specified two-week periods, because of examinations, planned field trips, etc.
3. Personnel Committee members need not provide individual notification to the faculty if they visit within the two-week period identified by the Personnel Committee Chair. They are encouraged, however, to inform faculty in advance (oral or email or letter).
4. Personnel Committee members who cannot perform the class visitation within the two-week period indicated by the Personnel Committee Chair must inform the faculty in writing, one week in advance, of the specific day they plan to visit. The same applies to the Department Head if he/she cannot visit within the period indicated in Step 1.

#### **Length of Visits**

The length of class visits and how many classes to visit is to be determined case-by-case by individual committee members. However, total visitations per evaluator will not be less than the equivalent of one class period of a regularly scheduled class (i.e., 75 minutes).

#### **Number of Visitors**

A majority of the Personnel Committee in the applicant's discipline will make class visitations.

#### **Evaluation Report**

Each individual peer and Department Head evaluations of classroom visitations using the Classroom Teaching Observation form (see Appendix D) and related evaluative statements shall be in writing, shall name the observer, and shall be provided to the faculty member within ten (10) days following the classroom visit.

## X. APPENDIX D

### Eastern Michigan University Department of Accounting and Finance Classroom Teaching Observation—Finance Discipline

Use the following checklist to show which attributes were used in developing your overall class evaluation. Use the comments section, or extra pages if necessary, to comment on attributes that were used to support a non-average rating.

Name of evaluator \_\_\_\_\_

Class evaluated \_\_\_\_\_

<u>CATEGORY</u>	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
<u>LEARNING ENVIRONMENT</u>			
1. Variety of teaching techniques.			
2. Motivation of students through enthusiasm for the subject matter.			
3. Student participation.			
4. The development of student's thinking & analytical skills, rather than simple memorization.			
<u>SUBJECT MATTER</u>			
1. Background preparation.			
2. Teaching the application of knowledge and knowledge & theory themselves.			
3. Professional experience as examples in teaching.			
4. Evidence of maintaining up-to-date course material.			
5. Topic covered at the appropriate level.			
6. Main ideas are clear and specific.			
<u>VERBAL/NON-VERBAL</u>			
1. Articulation and pronunciation.			
2. Volume sufficient to be heard.			
3. Rate of delivery.			
<u>ORGANIZATION</u>			
1. Purpose of the class session.			
2. Defining terms, concepts and principles.			
3. Arranging and discussing the content in a systematic and organized fashion.			
4. Presenting clear and simple examples to clarify abstract and difficult ideas.			

**CLASSROOM TEACHING OBSERVATION: FINANCE DISCIPLINE (Page 2)**

<u>CATEGORY</u>	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
<u>USE OF QUESTIONS</u>			
1. Using questions to see what the students knew about the lecture topic.			
2. Using questions to gain student's attention.			
3. Receiving student questions politely and enthusiastically.			
4. Pausing after all questions to allow students time to think of an answer.			
<u>INTERACTION</u>			
1. Listening carefully to student comments and questions.			
2. Informative instructor feedback.			
3. Noting and responding to signs of puzzlement, boredom, curiosity, etc.			
4. Encouraging student questions.			
<u>USE OF MEDIA</u>			
1. Legibility of writing on board/overhead/slides.			
2. Easy to follow and organized information presented on board, overhead, or slides.			
3. Contribution of AV-materials to the student's comprehension of the concept(s) being taught.			

**OVERALL RATING FOR THIS CLASS**

\_\_\_\_\_ EXCEPTIONAL

\_\_\_\_\_ DISTINCTLY ABOVE AVERAGE

\_\_\_\_\_ AVERAGE

\_\_\_\_\_ BELOW AVERAGE

**COMMENTS (ADD PAGES IF NECESSARY)**