

Eastern Michigan University
Office of Academic Human Resources
Memorandum

To: Philip Lewis, Department Head
Accounting and Finance

From: David Woike, Assistant Vice President
Academic Affairs

Date: November 28, 2017

Re: Approved DED

Attached is a copy of the revised Departmental Evaluation Document for the Accounting and Finance Department approved by the University Standing Committee on July 26, 2016. Please take steps to assure that faculty members are aware of these approved changes. The revised copy will be posted for reference on the Academic Human Resources website, under the DOCUMENTS tab.

Thank you.

DEPARTMENT EVALUATION DOCUMENT

Department/School of Accounting and Finance

College of Business

Date of Last DED Revision: 4-12-2013

Date of Department Faculty Vote: DS May 10, 2016

Yes 3 No 0 Abstain 0

Date of Department Faculty Vote: ACC March 30, 2016

Yes No Abstain

Date of Department Faculty Vote: FIN did not vote (no changes from last DED

Yes No Abstain

APPROVALS:

Linda Burlovich 7-23-16
Personnel Committee Chair (Date)

Joseph A. Scapparo 7/26/16
Personnel Committee Chair (Date)

M. P. P. 7/26/16
Personnel Committee Chair (Date)

[Signature] 7/26/2016
Department Head/School Director (Date)

[Signature] 7/26/16
Dean (Date)

APPROVED BY THE DEPARTMENT EVALUATION DOCUMENT STANDING COMMITTEE

ON: 17 NOV 2017

[Signature]

Kenneth Rossini

[Signature] CHIA

Charles Cingol

[Signature]

Tricio McLaughlin

Johannes Denger

Paul [Signature]

Eastern Michigan University Division of Academic Affairs
Department of Accounting and Finance, College of Business

Department Evaluation Document (DED)
Approved by the Department – x/x/2016

Table of Contents

	Page
I. Criteria	1
II. Department Standards – Accounting Discipline	
A. Appointment Standards	2
B. Reappointment and Tenure Standards before 9-1-2015	3
Reappointment and Tenure Standards after 9-1-2015	4
C. Promotion Standards	5
III. Evaluation Techniques – Accounting Discipline	
A. Instructional Effectiveness	6
B. Scholarly and/or Creative Activity	8
C. Service Activity	9
IV. Department Standards – Decision Science Discipline	
A. Appointment Standards	11
B. Reappointment and Tenure Standards before 9-1-2015	12
Reappointment and Tenure Standards after 9-1-2015	13
C. Promotion Standards	14

V.	Evaluation Techniques – Decision Science Discipline	
	A. Instructional Effectiveness	15
	B. Scholarly and/or Creative Activity	17
	C. Service Activity	18
VI.	Department Standards – Finance Discipline	
	A. Appointment Standards	20
	B. Reappointment and Tenure Standards before 9-1-2015	21
	Reappointment and Tenure Standards after 9-1-2015	22
	C. Promotion Standards	23
VII.	Evaluation Techniques – Finance Discipline	
	A. Instructional Effectiveness	24
	B. Scholarly and/or Creative Activity	26
	C. Service Activity	29
VIII.	Appendices	
	A. Classroom Visitation Report – Accounting Discipline	31
	B. Classroom Teaching Observation – Decision Science Discipline	33
	C. Classroom Teaching Observation – Finance Discipline	35
	D. Procedure for Classroom Visit – Accounting Discipline	37
	E. Procedure for Classroom Visit – Decision Science Discipline	39
	F. Procedure for Classroom Visit – Finance Discipline	40
	G. Student Evaluation Questions – All Disciplines	41

H. Procedure for Online Course Observation – Accounting Discipline	42
I. Online Classroom Visitation Report – Accounting Discipline	43
J. Online Student Evaluation Questions – Accounting Discipline	45

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.

II. DEPARTMENT STANDARDS – ACCOUNTING DISCIPLINE

A. APPOINTMENT STANDARDS – ACCOUNTING DISCIPLINE

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES OR EXCEPTIONS
PROFESSOR	<p>Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent.</p> <p>Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee</p>	None
ASSOCIATE PROFESSOR	<p>Appropriate Ph.D. or D.B.A. with a major in accounting from an AACSB accredited school or its equivalent.</p> <p>Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee</p>	J.D. and LLM in taxation with CPA or CMA certification only when the faculty member is in an associated field of instruction
ASSISTANT PROFESSOR	<p>Appropriate Ph.D. or D.B.A., or A.B.D.* with a major in accounting from an AACSB accredited school or its equivalent.</p> <p>Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee</p>	J.D. and LLM in taxation with CPA or CMA certification only when the faculty member is in an associated field of instruction
INSTRUCTOR	<p>Appropriate Ph.D. or D.B.A., or A.B.D.* with a major in accounting from an AACSB accredited school or its equivalent.</p> <p>Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee</p>	J.D. and LLM in taxation with CPA or CMA certification only when the faculty member is in an associated field of instruction

*A.B.D. is All but Dissertation. A new faculty member hired ABD must have Ph.D. completed within two (2) years.

**B. REAPPOINTMENT AND TENURE STANDARDS - ACCOUNTING DISCIPLINE
for Faculty Hired before September 1, 2015**

PROFESSOR

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

*Scholarly/Creative Activity rating is advisory only.

B. REAPPOINTMENT AND TENURE STANDARDS – ACCOUNTING DISCIPLINE
For Untenured Faculty Hired After September 1, 2015

PROFESSOR

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

ASSOCIATE PROFESSOR

Year	2	4
Evaluation	Full/R	Full/T
Instructional Effectiveness	DAA	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

ASSISTANT PROFESSOR

Year	3	5
Evaluation	Full/R	Full/T
Instructional Effectiveness	A	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

INSTRUCTOR

Year	3	6
Evaluation	Full/R	Full/T
Instructional Effectiveness	A	DAA
Scholarly/Creative Activity	X*	A
Service	A	A

** Scholarly/Creative Activity rating is advisory only.*

C. PROMOTION STANDARDS – ACCOUNTING DISCIPLINE

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
FULL PROFESSOR SALARY ADJUSTMENT	10 years as full professor at EMU	Appropriate Ph.D. or DBA with a major in accounting from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO PROFESSOR	5 years as associate professor at EMU	Appropriate Ph.D. or DBA 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	Appropriate Ph.D. or DBA 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 DBA with a major in accounting from an AACSB accredited school or its equivalent	DAA	DAA	DAA

III. 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 including a set of two core items, plus no fewer than six additional items as determined by a majority vote of the department faculty.
- 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 five (5) working days following the classroom visit.
- c. Both peers and department head should complete the Classroom Observation Report given in Appendix A or B for Accounting faculty.
- d. The Faculty Member shall be entitled to up to two additional peer evaluations by faculty chosen by mutual agreement of the Faculty Member and the Department Head.

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 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.

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.

IV. DEPARTMENT STANDARDS – DECISION SCIENCE DISCIPLINE

A. APPOINTMENT STANDARDS - DECISION SCIENCE DISCIPLINE

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES OR EXCEPTIONS
PROFESSOR	Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline ¹ for decision sciences from an AACSB accredited school or its equivalent. Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.	None
ASSOCIATE PROFESSOR	Appropriate Ph.D. or D.B.A. with a major in an appropriate discipline ¹ for decision sciences from an AACSB accredited school or its equivalent. Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee.	None
ASSISTANT PROFESSOR	Appropriate Ph.D. or D.B.A. or A.B.D. ² with a major in an appropriate discipline ¹ for decision sciences from an AACSB accredited school or its equivalent.	None
INSTRUCTOR	Appropriate Ph.D. or D.B.A. or A.B.D. ² with a major in an appropriate discipline ¹ for decision sciences from an AACSB accredited school or its equivalent.	None

¹ 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.

² A.B.D. stands for All but Dissertation. A.B.D. faculty must finish Ph.D. or D.B.A. within two (2) years.

B. REAPPOINTMENT AND TENURE STANDARDS - DECISION SCIENCE DISCIPLINE
for Faculty Hired before September 1, 2015

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

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

² Appropriate Ph.D. in hand.

* Denotes evaluated and rated but rating is advisory only.

C. REAPPOINTMENT AND TENURE STANDARDS - DECISION SCIENCE DISCIPLINE
 For Untenured Faculty Hired After September 1, 2015

PROFESSOR

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

ASSOCIATE PROFESSOR

Year	2	4
Evaluation	Full/R	Full/T
Instructional Effectiveness	DAA	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

ASSISTANT PROFESSOR

Year	3	5
Evaluation	Full/R	Full/T
Instructional Effectiveness	DAA	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

INSTRUCTOR

Year	3	6
Evaluation	Full/R	Full/T
Instructional Effectiveness	DAA	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

*Denotes evaluated and rated but rating is advisory only.

D. PROMOTION STANDARDS - DECISION SCIENCE DISCIPLINE

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
FULL PROFESSOR SALARY ADJUSTMENT	10 years as full 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 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	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

V. EVALUATION TECHNIQUES - DECISION SCIENCE 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. 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 including a set of two core items plus no fewer than six additional items as determined by majority vote of the department faculty.
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 five (5) working days following the classroom visit.
c. Both peers and department head should complete the Classroom Observation Report given in Appendix C for Decision Science faculty.
d. The Faculty Member shall be entitled to up to two additional peer evaluations by faculty chosen by mutual agreement of the Faculty Member and the Department Head.

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). 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. 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 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.

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.

IV. DEPARTMENT STANDARDS – FINANCE DISCIPLINE

A. APPOINTMENT STANDARDS – FINANCE DISCIPLINE

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES OR EXCEPTIONS
PROFESSOR	Ph.D. or D.B.A. with a major in Finance from an AACSB accredited school or its equivalent. Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee	None
ASSOCIATE PROFESSOR	Ph.D. or D.B.A. with a major in Finance from an AACSB accredited school or its equivalent. Scholarly/Creative Activity: Commensurate with rank, as determined by the Personnel Committee	None
ASSISTANT PROFESSOR	Ph.D. or D.B.A. or A.B.D.* in Finance from an AACSB accredited school or its equivalent, leading to an appropriate Ph.D.	None
INSTRUCTOR	Ph.D. or D.B.A. or A.B.D. * in Finance from an AACSB accredited school or its equivalent, leading to an appropriate Ph.D.	None

*A.B.D. is All but Dissertation. A new faculty member hired ABD must have Ph.D. completed within one (1) year.

B. REAPPOINTMENT AND TENURE STANDARDS - FINANCE DISCIPLINE
for Faculty Hired before September 1, 2015

PROFESSOR

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

*Scholarly/Creative Activity rating is advisory only.

C. REAPPOINTMENT AND TENURE STANDARDS – FINANCE DISCIPLINE
 For Untenured Faculty Hired After September 1, 2015

PROFESSOR

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

ASSOCIATE PROFESSOR

Year	2	4
Evaluation	Full/R	Full/T
Instructional Effectiveness	DAA	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

ASSISTANT PROFESSOR

Year	3	5
Evaluation	Full/R	Full/T
Instructional Effectiveness	A	DAA
Scholarly/Creative Activity	X*	DAA
Service	A	A

INSTRUCTOR

Year	3	6
Evaluation	Full/R	Full/T
Instructional Effectiveness	A	DAA
Scholarly/Creative Activity	X*	A
Service	A	A

*Scholarly/Creative Activity rating is advisory only.

C. PROMOTION STANDARDS – FINANCE DISCIPLINE

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY /CREATIVE ACTIVITY	SERVICE
FULL PROFESSOR SALARY ADJUSTMENT	10 years as full professor at EMU	Appropriate Ph.D. or DBA with a major in finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO PROFESSOR	5 years as associate professor at EMU	Appropriate Ph.D. or DBA with a major in finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSOCIATE PROFESSOR	5 years as assistant professor at EMU	Appropriate Ph.D. or DBA with a major in finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA
TO ASSISTANT PROFESSOR	2 years as instructor at EMU	Appropriate Ph.D. or DBA with a major in finance from an AACSB accredited school or its equivalent	DAA	DAA	DAA

VII. EVALUATION TECHNIQUES: FINANCE 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. 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 including a set of two core items, plus no fewer than six additional items as determined by a majority vote of the department faculty
- 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 five (5) working days following the classroom visit.
- c. Both peers and department head should complete the Classroom Observation Report given in Appendix C for Finance faculty.
- d. The Faculty Member shall be entitled to up to two additional peer evaluations by faculty chosen by mutual agreement of the Faculty Member and the Department Head.

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. 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 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 from 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 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.

VIII. APPENDICES

APPENDIX A

Eastern Michigan University
 Department of Accounting and Finance
 Classroom Visitation Report – ACCOUNTING DISCIPLINE

Instructor's Name _____
 Rank _____
 Date _____

Course Visited _____
 Semester _____

	OBSERVED	NOT OBSERVED	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. (No one appeared to have difficulty.)			
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

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 _____

CATEGORY	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
LEARNING ENVIRONMENT			
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.			
SUBJECT MATTER			
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.			
VERBAL/NON-VERBAL			
1. Articulation and pronunciation.			
2. Volume sufficient to be heard.			
3. Rate of delivery.			
ORGANIZATION			
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 - DECISION SCIENCE DISCIPLINE (Page 2)

CATEGORY	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
USE OF QUESTIONS			
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.			
INTERACTION			
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.			
USE OF MEDIA			
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)

APPENDIX C

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 _____

CATEGORY	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
LEARNING ENVIRONMENT			
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.			
SUBJECT MATTER			
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.			
VERBAL/NON-VERBAL			
1. Articulation and pronunciation.			
2. Volume sufficient to be heard.			
3. Rate of delivery.			
ORGANIZATION			
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)

CATEGORY	<i>Evaluated</i>	<i>Not Evaluated</i>	<i>Not Applicable</i>
USE OF QUESTIONS			
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.			
INTERACTION			
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.			
USE OF MEDIA			
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)

APPENDIX D
Eastern Michigan University
Department of Accounting and Finance
Procedure for Classroom Visit - ACCOUNTING DISCIPLINE

Notice of Visit

The Department Head and/or Personnel Committee Chair 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 a specified two-week period. Classroom visits are to be done after October 17th unless a faculty member agrees to have them done earlier.

Faculty must inform the Personnel and 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, student presentations, etc.

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 (verbal or email or letter).

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 above.

Length of Visit

The length of class visits and how many classes to visit is to be determined on a case-by-case basis by individual committee members.

Number of Visitors

The number of Personnel Committee members who will make the visit will be determined by the committee on a case-by-case basis. The faculty member shall be entitled to have up to two additional peer evaluations by faculty chosen by mutual agreement of the faculty member and the Department Head.

Note: Two members of the personnel committee must perform classroom visitations for any faculty member who is going through a third year review or is being evaluated for tenure and/or promotion.

Evaluation Report

Each individual peer and Department Head evaluations of classroom visitations using the Class Visitation Report (See Appendix A) and related evaluative statements shall be in writing, shall name the observer, and shall be provided to the faculty member within five (5) business days following the classroom visit.

APPENDIX E

Eastern Michigan University
Department of Accounting and Finance
Procedure for Classroom Visit - DECISION SCIENCE DISCIPLINE

Notice of Visit

1. The Chair of the Decision Science Committee will notify the faculty member in writing (email or letter) that committee members will conduct a classroom visit(s) on a mutually agreed date and time.
2. The faculty member must inform the Chair of the Decision Science Committee within five working days of the class(es) suitable for visitation to avoid conflicts with examinations, student presentations, planned computer lab sessions, etc. The committee anticipates visits to both graduate and undergraduate classes taught by the faculty member that semester. The Chair will inform the committee members of the suitable class visitation times.
3. Committee members will inform the faculty member at least two business days in advance (oral or email or letter) of the class(es) they will attend.

Length of Visits

Individual committee members can choose the length of a class visit and how many classes to visit. However, each visitation will not be less than 75 minutes.

Number of Visitors

All bargaining unit members in the Decision Science discipline will make class visitations.

APPENDIX F

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 on a specific date.
2. Faculty must inform the Personnel Committee Chair and Department Head within three days of the notifications of class(es) not suited for visitations on the specified date, because of examinations, planned field trips, etc.
3. Personnel Committee members need not provide individual notification to the faculty if they visit on the specified date 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 on the specified date 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 five (5) days following the classroom visit. The Faculty Member shall be entitled to up to two additional peer evaluations by faculty chosen by mutual agreement of the Faculty Member and the Department Head.

APPENDIX G

Eastern Michigan University
Department of Accounting and Finance
Student Evaluation Questions – ALL DISCIPLINES

Core Items

Overall Rating of the Teaching Effectiveness of this Instructor

Overall Rating of this Course

Additional Items

My instructor displays a clear understanding of course topics

My instructor has an effective style of presentation

My instructor seems well-prepared for class

My instructor stimulates interest in the course

My instructor makes good use of examples and illustrations

My instructor is actively helpful when students have problems

I understand what is expected of me in this course

Grades are assigned fairly and impartially

My instructor motivates me to do my best work

I would recommend this instructor to another student

I learned a lot in this course

Scale for Above Items:

Much Above Average; Above Average; Average; Below Average; Much Below Average

APPENDIX H

Eastern Michigan University
Department of Accounting and Finance
Procedure for Online Course Observation - ACCOUNTING DISCIPLINE

Notice of Visit

The department head and/or personnel committee chair will notify faculty in writing (email or letter) regarding the need for an online course observation. Online Course Observations are to be done after October 17th unless a faculty member agrees to have them done earlier.

The faculty and the department head/personnel committee member(s) schedule a time for the online course observation to be conducted.

During the meeting the faculty opens one unit (usually the current unit or one of the past units) for the department head/personnel committee member(s) to review.

The department head/personnel committee member(s) can only review one unit. In addition to the unit, they may look at the course home that has the syllabus, schedule, and course policy information.

The department head and/or personnel committee member(s) will complete the online course observation form (See Appendix X). The completed form shall name the observer, and shall be provided to the faculty member within five (5) business days following the online course observation.

APPENDIX I

Eastern Michigan University
 Department of Accounting and Finance
 Online Classroom Visitation Report – ACCOUNTING DISCIPLINE

Instructor's Name _____ Course Visited _____
 Rank _____ Semester _____
 Date _____

Scale: Y = Yes N = No D = Difficult to Evaluate N/A = Not Applicable to this course

Student Management/Communication Aspects	Y	N	D	N/A
Student expectations are clearly defined and available.				
Instructor contact information is posted in the syllabus.				
The instructor clearly states which communication tools should be used and how.				
The syllabus is complete, by the starting date of the course, and contains textbook requirements, a grading policy, and assignment/project/discussion deadlines.				
A statement concerning the online student resources (i.e., Student Orientation Course, Distance Education, Librarian, Access Services, etc.) is provided in the syllabus, an announcement or an initial content item within the course.				
Pedagogical Aspects				
Learning objectives and performance expectations are identified for each unit as well as the course.				
Course content is relevant to the course and unit objectives.				
Learning objects accommodate multiple learning styles.				
Assignment expectations and directions are clearly stated and supported with examples and/or grading rubrics.				
Assignment submission instructions are included with assignment directions.				
Navigation is clear, consistent, familiar and intuitive.				
Learning content is segmented and made available at the appropriate time				
Course tools are used to maximize student and instructor efficiency and effectiveness				
Feedback to student assignments and inquiries is constructive and provided in a timely manner.				
Student-to-instructor interaction is mandatory and facilitated through the appropriate communication tools.				
Opportunity for student feedback and questions is integrated throughout the course shell.				

	Y	N	D	N/A
Student-to-content interaction is mandatory and facilitated through the course shell and online environment.				
Learning objectives and assessment techniques are closely aligned.				
Links to Internet resources, articles, etc. are provided when applicable.				
Course discussions reflect course content and encourage participation from all students.				
Mechanism for student feedback exists.				
Technical Aspects				
Hyperlinks to websites, downloadable files, etc., work properly.				
Course content is accessible to all students on any computer that meets the minimum technical requirements.				
Multimedia objects serve an instructional purpose and are compliant with the minimum technical requirements of the course management system.				
Technical support acquisition instructions are noted throughout the course.				
Technology is used to support, promote and enhance learning by providing additional learning objects, content, presenting content in a variety of formats to address multiple learning styles, and by leveraging online resources for practical application and real-world examples				

Strengths:

Suggestions for improvement:

Overall Rating:

Below Average	Average	Distinctly Above Average	Exceptional

Evaluator _____
Signature

APPENDIX J

Eastern Michigan University
Department of Accounting and Finance
Online Student Evaluation Questions - ACCOUNTING DISCIPLINE

Mandatory Department Items for Inclusion on the Instructor and Course Evaluation Form for Online Classes

1 = Least Positive to 5 = Most Positive

1. What is your overall rating of the teaching effectiveness of this instructor?
2. What is your overall rating of this course?

Accounting Core Questions:

1. My instructor displays a clear understanding of course topics in both online presentations and in responding to students' questions.
2. My instructor responds to my e-mailed requests in a reasonably timely manner.
3. My instructor effectively and clearly presents the online course material.
4. The instructor seems well-prepared to deliver course material in an online environment.
5. My instructor provides complete course assignments and instructions.
6. My instructor makes good use of examples to enhance student understanding of course material.
7. The course appears well-organized.
8. The goals of the course are clearly stated and consistently pursued.
9. I understand what is expected of me in this course.
10. Grades are assigned fairly and impartially.
11. I would recommend this instructor to another student.
12. I learned a lot in this course.

COMMENTS

WHAT DID YOU LIKE MOST ABOUT THIS INSTRUCTOR AND COURSE?

WHAT DID YOU DISLIKE MOST ABOUT THIS INSTRUCTOR AND COURSE?

WHAT CONSTRUCTIVE SUGGESTIONS DO YOU HAVE FOR THIS INSTRUCTOR OR COURSE?

ADDITIONAL COMMENTS

DEPARTMENT EVALUATION DOCUMENT

Department/School of Accounting and Finance

College of Business

Date of Last DED Revision: 4-12-2013

Date of Department Faculty Vote: DS May 10, 2016

Yes 3 No 0 Abstain 0

Date of Department Faculty Vote: ACC March 30, 2016

Yes No Abstain

Date of Department Faculty Vote: FIN did not vote (no changes from last DED

Yes No Abstain

APPROVALS:

Linda Burdovich 7-23-16
Personnel Committee Chair (Date)

Fred A. Scapparo 7/26/16
Personnel Committee Chair (Date)

M. R. P. 7/26/16
Personnel Committee Chair (Date)

[Signature] 7/26/2016
Department Head/School Director (Date)

[Signature] 7/26/16
Dean (Date)

**APPROVED BY THE DEPARTMENT EVALUATION DOCUMENT STANDING
COMMITTEE ON:**