

THE UNIVERSITY OF AKRON
COLLEGE OF BUSINESS

GEORGE W. DAVERIO SCHOOL OF ACCOUNTANCY

**GUIDELINES FOR REAPPOINTMENT and PROMOTION
NON-TENURE-TRACK FACULTY**


Approved by all Collective Bargaining Unit Faculty on:



School of Accountancy Director

December 12, 2023

Date



CoB Dean

January 3, 2024

Date



University Provost

May 24, 2024

Date

THE UNIVERSITY OF AKRON
COLLEGE OF BUSINESS

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**GUIDELINES FOR REAPPOINTMENT AND PROMOTION
FOR NON-TENURE TRACK FACULTY**

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

SECTION I. INTRODUCTION

- A. This document sets forth the procedures and criteria to be applied in the George W. Daverio School of Accountancy (SOA) of the College of Business of The University of Akron dealing with Reappointment and Promotion (RP) of Non-Tenure-Track (NTT) faculty within the department. The guidelines specified in this document are faculty driven and intended to be consistent with the procedures and standards established under Article 29 of the Collective Bargaining Agreement (CBA) between The University of Akron and The University of Akron Chapter of the AAUP. It is the intent of this policy and procedure to comply with RP procedures set forth in Article 29 of the CBA.
- B. The School of Accountancy uses four criteria for consideration in RP decisions. These criteria are in full compliance and accordance with the CBA. These criteria have been formally approved by at least two-thirds of the School of Accountancy bargaining unit members. Each faculty member shall be given a copy of these guidelines upon being hired and shall receive annual feedback on their progress toward R&P based upon each of the four criteria.
- C. Due consideration to these four criteria will allow for responsible evaluation of a faculty member's past accomplishments, as well as the likelihood for continuing contribution and success. Further, the accomplishments of the faculty member should contribute to the mission of the School, the College and the University. Given the mission of the School of Accountancy, service with an impact on student success and on the profession will be weighted heavily in NTT RP considerations.
- D. These guidelines, which consist of four criteria and related processes, are designed to be applied equitably and will be followed prudently by the faculty. While each of the four criteria must be considered, a faculty member's evaluation on each criterion (and their respective subcategories) will differ depending upon whether the decision involves reappointment or promotion.
- E. A candidate's activity in each of the four criteria will be evaluated by the NTT Evaluation Committee, which will be constituted in accordance with the CBA and includes all NTT faculty of higher rank than the candidate and all tenured faculty. The achievement of any one or any group of the subcategories is not, however, to be construed as automatic accomplishment of the criterion.

SECTION II. CRITERIA FOR RETENTION AND PROMOTION

A. Level of Scholarship

1. Master's degree or appropriate credentials per rank
2. Appropriate professional certification

B. Quality of Teaching

1. Excellent teaching is expected of all candidates and is required for a favorable RP recommendation. Although student teaching evaluations provide important evidence of teaching effectiveness, faculty members are required to document their performance with additional evidence in their teaching portfolios.
2. A high level of teaching performance is expected and failure to attain this level will result in a negative RP review. A failure of a faculty member to respond to concerns expressed during previous reviews will be viewed negatively. A consistently substandard record of teaching will prevent a positive recommendation on an RP application.
3. Teaching observation
 - i. All faculty to whom this RP document applies shall be observed in the conduct of a class by a tenured professor or associate professor during the fall or spring semester, so that a total of one observation will have occurred in each academic year. At the start of the fall semester, tenured faculty shall meet to determine observation assignments in conjunction with the department chair. Each shall observe different courses.
 - ii. Faculty to be observed shall be notified by the assigned observer, who shall reach agreement concerning the course and time with the faculty to be observed.
 - iii. A written report on a classroom observation form previously approved by the tenured faculty shall be completed by the observer with a copy provided to the faculty member within three days of observation. The form shall report observations on the following items: Professional demeanor, knowledge of the subject matter, audibility, understandability, cohesiveness of the material, and student involvement.
 - iv. Completed observation forms shall be conveyed to the department director who shall make the observation as part of the observed faculty member's file. It is incumbent upon the faculty applying for RP to include the observation report in his or her application folder.
 - v. Written observations shall become part of the faculty's file and shall be subject to review in all matters of RP by all appropriate persons.
4. See Appendix A tab 4 for full list of items required in the teaching portfolio.

C. Quality of Professional, University and Community Service

1. Quality of University, College, and School of Accountancy Service
 - i. Active service on committees
 - ii. Service/advisor to students, student organizations, or alumni organizations
 - iii. Career advising/mentoring for students
 - iv. Curricular development within the School of Accountancy, College and/or University
 - v. Participation in activities related to accreditation
 - vi. Effective mentoring of NTT peers, part-time faculty, or others, when applicable
 - vii. Organization and preparation of SOA, College, and/or University events, seminars, conferences, etc.
2. Quality of Professional Activities
 - i. Consulting activities that are material in terms of time and substance
 - ii. Development and presentation of executive education programs
 - iii. Documented continuing professional education experiences and maintain professional certification and licensure as appropriate

- iv. Significant outreach with academic community, the professional community or CoB centers and institutes
- v. Relevant leadership activities, including service on boards of directors and professional committees outside of UA
- vi. Participation in professional events that focus on the practice of accountancy, business, management, and related issues.

D. Professional Conduct

- 1. Professional conduct as defined
 - i. In the College's Statement on Ethical Conduct¹
 - ii. In such University policies and rules as Sexual Harassment, Conflict of Interest, Conflict of Commitment, Scholarly Misconduct, and Ethical Conduct, Professional Responsibilities, Affirmative Action, Alcohol Policy, Drug Free Workplace, and other applicable University rules.
 - iii. By the "Statement on Professional Ethics" as published by the American Association of University Professors, other professional ethics policies as approved by the American Association of University Professors Committee B on professional ethics published by the American Association of University Professors²
 - iv. By codes of conduct and ethics as defined by the accounting profession.
- 2. Cooperation in the School of Accountancy, College and University matters
- 3. Ability to work with and relate professionally to colleagues and students, and responsiveness to feedback.

SECTION III. MATERIAL FOR THE RP FILE

- A. As part of the faculty member's submissions to the School of Accountancy NTT Evaluation Committee, he/she must submit a comprehensive dossier which includes:
 - 1. Teaching Portfolio. See Section II part B of this document and Appendix A Tab 4
 - 2. Service Portfolio. See Section II part C of this document and Appendix A Tab 5.
- B. The format of the RP dossier must comply with the format required in Appendix A at the end of this document.
- C. It is the responsibility of the candidate to provide all appropriate evidence that he or she relies on to claim support for reappointment or promotion.

SECTION IV. REAPPOINTMENT AT ASSISTANT PROFESSOR OF PRACTICE RANK

- A. Candidates for reappointment shall demonstrate effectiveness and quality in teaching, as evidenced by at least satisfactory ratings for teaching.
- B. Intangible factors reflecting professional conduct, collegiality and ability to work with colleagues, the professional accounting and business community are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
- C. Candidates will submit materials to be reviewed (See Appendix A) to the NTT Evaluation Committee by Friday of week two (2) of the fall semester.

¹ https://sps.uakron.edu/sites/CBA/Shared%20Documents/CBA%20Operations%20Manual_Revised%20September%202017.pdf

² <https://www.aaup.org/report/statement-professional-ethics> Last accessed 2023-10-30

- D. Each candidate for reappointment shall receive annual written feedback from the School's Director and the NTT Evaluation Committee summarizing the candidate's perceived strengths and weaknesses as well as performance evaluation as "unsatisfactory", "satisfactory" or "superior". In years 4 through 6 of their service, the evaluation from the Committee and the Director will include the faculty member's progress towards promotion to associate rank.
- E. Where there are perceived weaknesses, the candidate shall submit to the School's Director and the Committee Chair (within one month of the date of the Committee's letter) a plan to correct those weaknesses.
- F. NTT Evaluation Committee shall consist of all NTT faculty of a higher rank and all tenured faculty.
- G. All NTT faculty at the assistant rank shall be reappointed subject to annual performance reviews according to the procedures described in Section V below and CBA Article 29.

SECTION V. PROMOTION TO ASSOCIATE PROFESSOR OF PRACTICE RANK

- A. To be promoted, a faculty member shall possess, at a minimum, a masters' degree, five years of professional experience, and 6 years of UA service. Appropriate professional certification is expected. Candidates for promotion to Associate Professor of Practice are expected to be engaged in multiple activities that extend beyond the classroom such as governance, course and curriculum development, new modes of course delivery, faculty development, committee memberships, involvement in the profession, extra-curricular activities, or other types of service. Evidence of contribution to student success and involvement in the profession will be weighted heavily.
- B. Candidates for promotion shall demonstrate high quality and effectiveness in teaching. Evidence of activity to maintain currency in the candidate's teaching area is required and must be documented. Quality of teaching must be documented in a teaching portfolio.
- C. Professional conduct, collegiality and ability to work with colleagues, the professional accounting and business community are highly significant at all ranks and will be considered in evaluating candidates for promotion to Associate Professor of Practice.
- D. In the case of exceptional performance by an NTT at the assistant rank, the Director may request that the Dean and the Provost permit the NTT faculty member to apply for promotion to associate rank in year 4 or after.
- E. Application for promotion to associate rank shall be submitted by the NTT faculty to Director by April 15.
- F. The faculty must submit their materials to be evaluated for promotion to the NTT Committee by Friday of week two (2) of the fall semester. The Committee will review the material and note the faculty's performance is "unsatisfactory", "satisfactory" or "superior". Their review will also include "not recommended for promotion" or "recommended for promotion." This is provided to the faculty member and the Director by week six (6) of the fall semester.
- G. After six (6) years of service, if a faculty member at assistant rank has promotional evaluations that are unsatisfactory, the faculty member's employment shall terminate at the conclusion of the 6th year.

- H. If after six (6) years, the faculty member's promotional evaluations is satisfactory, but is not recommended for promotion, he or she shall receive a one-year extension of the appointment term and shall be subject to the promotional evaluation procedures for that year. Upon expiration of the one-year extended term, if the faculty member is recommended for promotion, the member shall be promoted to the associate rank. If the faculty member is not recommended for promotion, the member's employment shall terminate at the conclusion of the extended term.
- I. The Director shall consider the NTT Evaluation Committee's recommendation as well as his or her own evaluations and make a recommendation to the College Dean regarding promotion. The Dean shall independently review the recommendations and make his or her own recommendation regarding promotion to the Provost, who shall have the final determination in his or her sole discretion regarding reappointment/promotion subject to formal Board approval.
- J. NTT Evaluation Committee shall consist of all NTT faculty of a higher rank and all tenured faculty.
- K. At all levels of review, a written copy of the recommendation shall be distributed to the candidate and all prior reviewing entities.
- L. Candidates may request a promotion extension for extenuating circumstances. See Article 29 Section 6.
- M. Candidates for promotion shall review to Article 29 (Section 5) of the CBA for details of the current reappointment and promotion process and timeline. This information is included in Appendix B.

SECTION VI. REAPPOINTMENT AT ASSOCIATE OR PROFESSOR OF PRACTICE RANK

- A. Candidates for reappointment shall demonstrate effectiveness and quality in teaching, as evidenced by at least satisfactory ratings for teaching.
- B. Intangible factors reflecting professional conduct, collegiality and ability to work with colleagues, the professional accounting and business community are highly significant at all ranks and will be considered by the Committee in evaluating candidates for reappointment.
- C. Candidates will submit materials to be reviewed (See Appendix A) to the NTT Evaluation Committee by Friday of week two (2) of the fall semester.
- D. Each candidate for reappointment shall receive annual written feedback from the School's Director and the NTT Evaluation Committee summarizing the candidate's perceived strengths and weaknesses as well as performance evaluation as "unsatisfactory", "satisfactory" or "superior". The evaluation from the Committee and the Director will include the faculty member's progress towards promotion to professor of practice rank.
- E. Where there are perceived weaknesses, the candidate shall submit to the School's Director and the Committee Chair (within one month of the date of the Committee's letter) a plan to correct those weaknesses.
- F. NTT candidate at the associate rank shall be reappointed for a three (3) year term and NTT candidate at the professor rank shall be reappointed for a five (5) year term, unless his or her performance has been previously documented to be unsatisfactory or the position is being eliminated because it is no longer needed.

- G. If an NTT faculty member has been documented by the Director as having unsatisfactory performance, the Director shall initiate an evaluation by the appropriate NTT Evaluation Committee during the Spring semester of the final year of the term using the procedures set forth in Article 29 (Section 5).
- H. NTT Evaluation Committee shall consist of all NTT faculty of a higher rank and all tenured faculty.
- I. All NTT faculty at the associate or professor rank shall be reappointed subject to annual performance reviews according to the procedures described in this Section and CBA Article 29.

SECTION VII. PROMOTION TO PROFESSOR OF PRACTICE

- A. Faculty seeking promotion to the rank of professor of practice shall hold the rank of associate professor of practice, have nine years of service at The University of Akron, and hold at least a masters' degree plus additional credentials, if any, that align with the candidate's letter of appointment or with relevant faculty-approved College of Business policies. Appropriate professional certification is expected. Candidates shall demonstrate engagement in professional leadership beyond the level required for promotion to associate professor of practice. Faculty seeking promotion to Professor of Practice are expected to be engaged in multiple activities that extend beyond the classroom such as governance, course and curriculum development, new modes of course delivery, faculty development, committee memberships, involvement in the profession, extra-curricular activities, or other types of service. Evidence of contribution to student success and involvement in the profession will be weighted heavily.
- B. Candidates for promotion shall demonstrate high quality and effectiveness in teaching. Evidence of activity to maintain currency in the candidate's teaching area is required and must be documented. Quality of teaching must be documented in a teaching portfolio.
- C. Professional conduct, collegiality and ability to work with colleagues, the professional accounting and business community are highly significant at all ranks and will be considered in evaluating candidates for promotion to Professor of Practice.
- D. Candidates for promotion from associate professor to professor of practice must have received at a minimum satisfactory reviews for the time at associate rank.
- E. Applications for promotion to professorial rank shall be submitted by the NTT faculty to the Director by April 15.
- F. The faculty must submit their materials to be evaluated for promotion to the NTT committee by Friday of week two (2) of the fall semester. The committee will review the material and note the faculty's performance is "unsatisfactory", "satisfactory" or "superior". Their review will also include "not recommended for promotion" or "recommended for promotion." This is provided to the faculty member and the Director by week six (6) of the fall semester.
- G. Faculty at the associate rank with satisfactory performance evaluation but who are not recommended for promotion shall be reappointed to another three (3) year term at the associate rank unless the University's needs have changed.
- H. The Director shall consider the NTT Evaluation Committee's recommendation as well as his or her own evaluations and make a recommendation to the College Dean regarding promotion. The Dean shall independently review the recommendations and make his or her own recommendation regarding promotion

to the Provost, who shall have the final determination in his or her sole discretion regarding reappointment/promotion subject to formal Board approval.

- I. At all levels of review, a written copy of the recommendation shall be distributed to the candidate and all prior reviewing entities.
- J. Candidates may request a promotion extension for extenuating circumstances. See Article 29 Section 6.
- K. NTT Evaluation Committee shall consist of all NTT faculty of a higher rank and all tenured faculty.
- L. Candidates for promotion shall review to Article 29 (Section 5) of the CBA for details of the current reappointment and promotion process and timeline. This information is included in Appendix B.

SECTION VIII. SUPPLEMENTAL GUIDELINES

- A. Robert's Rules shall be followed for all meetings related to reappointment, promotion.
- B. A single committee with an elected chair shall be responsible for reappointment and promotion reviews.
- C. The NTT Evaluation Committee of the School of Accountancy shall consider, on a criterion by criterion basis, how the candidate has satisfied the criteria. However, voting will be on the question of whether the candidate is recommended for reappointment or promotion.
- D. RP candidates will be invited to present their case to the Committee. Such a presentation is mandatory unless it is waived by the NTT Evaluation Committee. Discussion at this meeting shall focus on the documentation provided by the candidate in support of reappointment or promotion but related issues and questions may be initiated from the floor so long as they relate to established criteria for reappointment or promotion.
- E. At the conclusion of the discussion of the candidate's qualifications, the NTT Evaluation Committee shall generate an assessment of the candidate and shall vote by secret ballot.
- F. After the NTT Evaluation Committee decision is reached, the Committee Chair shall promptly notify the candidate and the School of Accountancy's Director in writing of the Committee's recommendation, including details of the evaluation on each criterion. This must be done in accordance with the timetable outlined in the CBA.
- G. If there are fewer than three eligible bargaining unit members in the School of Accountancy to form the NTT Evaluation Committee, then the College Dean, in consultation with the Director of the School of Accountancy and the NTT Evaluation Committee, shall choose eligible faculty members from other departments in the College of Business to bring the Committee size to three.

APPENDIX A

FORMAT AND CONTENT OF DOSSIERS – RP CANDIDATES

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

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

Tab 2 - Current and past letters of recommendation. These letters should document clearly and legibly how the candidate satisfies each of the School of Accountancy's RP criteria and point out areas of concern and suggestions for improvement. The candidate must also include in this section a brief memo to respond to areas of concern and suggestions for improvement documented in prior letters.

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

NAME

GENERAL INFORMATION

Business Address and Telephone:

EDUCATION AND TRAINING

Terminal Degree:

Master's Degree:

Bachelors Degree:

Certifications:

ACADEMIC EXPERIENCE

Teaching Experience: (Years in rank)

Undergraduate courses taught:

Graduate courses taught:

Professional Training:

Conferences and Seminars:

INTELLECTUAL CONTRIBUTIONS - RESEARCH AND PUBLICATIONS

(Candidate may include these if applicable, but it is not required)

INTELLECTUAL CONTRIBUTIONS - PROFESSIONAL ACTIVITIES

(Candidate may include these if applicable, but it is not required)

PROFESSIONAL RECOGNITIONS

SERVICE CONTRIBUTIONS

School of Accountancy Service:

Career advising/mentoring:

Service/advisor to students, student organizations, or alumni organizations:

College Service:

University Service:

Professional Service:

Business Community Service:

General Community Service:

BUSINESS EXPERIENCE

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

- a. statement of teaching philosophy
- b. a summary of the candidate's teaching performance and effectiveness and how the candidate satisfies the School of Accountancy's teaching criteria. The summary should include a list of student teaching evaluations for all classes and all sections for each semester taught at UA, in comparison to the department mean.
- c. copies of student teaching evaluations including students' comments, for all classes and all sections for each semester taught at UA;
- d. course syllabi and sample exams and/or graded assignments
- e. evidence of integration of contemporary business theory and practice into classroom instruction;
- f. examples of materials used in the classroom to engage and motivate students and to achieve student involvement including use of multimedia or other innovative teaching techniques (e.g., PowerPoint slides, simulations, cases, polling, etc.);
- g. Evidence of integration of student oral presentations, writing assignments, and computer assignments, etc.
- h. evidence of contribution to Assurance of Learning activities;
- i. observations of teaching performance by faculty peers.,
- j. feedback from students and other pertinent information to demonstrate the faculty member's impact on students' learning and their accomplishments;
- k. student grade distributions for all classes and all sections for each semester of teaching at UA;
- l. teaching observation reports;
- m. other.

Tab 5 – Service. Include a summary of activities, performance and effectiveness in the area of service. Emphasize service with an impact on student success and on the profession. This tab will include evidence of:

- a. University, College, and School of Accountancy Service. Include documentation of service at the School, College and University levels. The focus should be on engagement and impact on the School, the College and the University.
- b. Public Service. Include documentation of professional service as described on the vita. The focus should be on impact and engagement with the professional and academic community.

Tab 6 - Professional Recognition. Include any relevant materials beyond what is included on the vita as well as a brief statement on the significance of each recognition for the School of Accountancy, the College and the University.

Tab 7 - Continued Study. Include documentation for study toward an advanced degree, certifications, courses for professional self-improvement, and advanced seminars. This should be accompanied by a brief statement on the significance of item of continued study for the School of Accountancy, the College and the University.

Tab 8 - Intangible Factors. Include documentation regarding professional conduct, cooperation in School of Accountancy, College, and University matters, ability to relate satisfactorily to colleagues and students, adherence to professional ethics and responsibilities.

APPENDIX B
SCHEDULE OF REAPPOINTMENT AND PROMOTION (CBA ARTICLE 29 SECTION 5(C))

Date(s)	Action required
By March 15	Academic unit chairs/directors hold organizational meeting to elect chairs of the NTT Evaluation Committee
By April 1	Academic unit chairs/directors send letters of notification to candidates
By April 15	Candidates send letters of intent to academic unit chairs/directors
Friday of week two (2) of fall semester	Candidates submit full applications
Friday of week six (6) of fall semester	Committees send recommendation to candidate, academic unit chairs/directors
Friday of week eight (8) of fall semester	Academic unit chairs/directors send recommendations to candidates and deans
Friday of week sixteen (16) of fall semester	Deans forward negative recommendations to candidate and the Provost with copy to appropriate academic unit chairs/directors and committee chairs
Friday of week two (2) of spring semester	Deans forward positive recommendations to candidates and the Provost, with copy to appropriate academic unit chairs/directors and the committee chairs
Friday of week five (5) of spring semester	Provost forwards negative recommendations to candidates, with copy to appropriate academic unit chairs/directors, deans and all relevant committee chairs
Friday of (1 st) Wednesday in April	Provost forwards positive recommendations to the President and the Board, with copy to appropriate academic unit chairs/directors, deans and all relevant committee chairs
Fourth(4 th) Wednesday in April, usually	Board votes on recommendations