

**SCHOOL OF ACCOUNTING**

**DEPARTMENTAL PROCEDURES, CRITERIA, STANDARDS, AND BYLAWS**

**[Official document prepared by Faculty Personnel Services]**

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# CONSTITUTION OF THE SCHOOL OF ACCOUNTING

## 1000. Introduction

### 1100. Preamble

This constitution establishes the organization of the Department of Accounting, its governmental structure, and procedures for departmental and faculty actions. The structure of the department is predicated on the authority of the faculty to determine the growth and direction of the department and on the assumption that elective representation can best involve the total faculty and at the same time best respond to the needs and desires of this faculty. The procedures aim to establish a framework for democratic handling of departmental business, to promote and review actions and to involve all individuals and groups needed to achieve these purposes. While assuring on one hand the democratic rights of all departmental faculty, this plan organization requires on the other hand, the full professional participation of each member.

The concepts underlying this constitution derive philosophically from the basic democratic procedures as described in the 1976-77 revision of the Central Michigan University Faculty Handbook:

Within the framework of department organization, there should prevail a workable climate of mutual respect among the members of a department. Each department must recognize and share concern for academic standards, able and wise leadership, and effective and sound management of the department. To these ends, and within the framework of the University organization, each academic department should deliberate as a participating group in formulating its own policies and decisions in accordance with basic democratic procedures of open discussion and voting, operating both formally and informally on propositions such as course offerings, curriculum matters, budget and personnel, promotion, and periodic appraisal of goals and objectives.

1101. The procedures, criteria (including standards), and bylaws contained in this document shall be subject to review and revision as specified herein but at least as often as each odd-numbered year.

### 1200. Qualifications for Voting Membership

1201. The faculty of the department shall by majority vote:

1201.1. Establish procedures for faculty participation in formulating the department's criteria in the areas of appointment, tenure, promotion, and reappointment.

1201.2. Establish procedures for faculty participation in determining the department's recommendations in the areas of appointment, tenure, promotion, and reappointment.

1201.3. Establish bylaws for the internal governance of the department.

1202. Faculty for these purposes are those members of the department who fall within the Board of Trustees definition of faculty. This definition states:

"The University faculty shall include all those who have an academic rank of lecturer, instructor, or above, and whose appointment calls for at least half-time service in research or instruction or in a combination of the two. It shall also include the principal executive and administrative officers (president, vice-presidents, deans), professional librarians, personnel counselors, curators, and directors or administrative coordinators of the various academic and research activities under the general administration of the Vice-President, with the concurrence of the appropriate academic department or division, may assign as academic rank." (Board of Trustees Minutes of January 22, 1969)

1300. Department Meetings and Procedures

1301. The Department Chairperson will establish the time for department faculty meetings so as to minimize conflict with class schedules.

1302. A notice containing the agenda, time, and place should be distributed one week in advance. Any department member may have an item placed on a meeting agenda by submitting it in writing to the chairperson prior to a meeting.

1303. The need for a meeting may arise in which one week's notice is impossible. The results of the meeting will be valid if three-fourths of the faculty in attendance approve the failure to follow procedure for giving notice by acquiescence in writing.

1304. A secret or mail ballot must be used for any vote when at least four members request it.

1305. The business of the department shall be conducted only when a quorum of more than 1/2 of the voting membership is present. Proxies will not count in determining the existence of a quorum.

1306. Proxy voting is permitted on all questions before this department. It is understood that the person casting a proxy vote has consulted with the absent person regarding their wishes on the questions to be voted upon. Any proxy must be in writing.

1307. A regular member on a sabbatical or approved leave of absence shall be entitled to participate in department matters.

1308. The department faculty shall review annually the criteria for the appointment, tenure, promotion, and reappointment of faculty members for the purpose of either reaffirming those criteria or amending them in the best interest of the department.

- 1309. Recording of minutes of department meetings will be assigned by the Department Chairperson.
    - 1309.1. Minutes will be distributed to faculty within a reasonable time following each meeting.
  - 1310. Except as specified elsewhere in these bylaws, those eligible to vote in department meetings include:
    - 1310.1. All faculty holding tenure-track positions with at least half-time appointments.
    - 1310.2. All temporary faculty with at least half-time appointments.
  - 1400. Any department faculty member who wishes to request a review and revision of this document or any part hereof will submit the request in writing to the Department Personnel Committee. It will be the responsibility of the Personnel Committee to make a timely review of the request. If a majority of the committee deems the request appropriate, the committee will submit the proposal to a vote of the department faculty as soon as it is practicable to do so.
2000. Department Governance Structure and Operating Procedures
- 2100. Chair Matters
    - 2101. Selection of Chairperson
      - 2101.1. When the chair is vacant, a Departmental Chairperson Search Committee of five faculty members, of which 3 must be tenured of the Department of Accounting, will be formed by direct election of the departmental faculty, in which a simple majority decides. A search will be conducted using the list of qualifications noted below in 2102. A list of three to five candidates will be submitted to the department, after consultation with the Dean of the School, for direct departmental consideration.
      - 2101.2. The recommendation to the department is by a majority vote of the regular members of the department after open discussion and secret ballot as to (1) who shall occupy the chair of the department and (2) the term of appointment for which it will be so occupied.
    - 2102. Qualifications
      - The Search Committee shall propose a list of qualifications for approval by a vote of the faculty prior to the search process actually beginning.

2103. Candidacy

2103.1. Any regular member of the department who satisfies the qualifications criteria may be considered for the Chairpersonship.

2103.2. An incumbent Chairperson is automatically, and without being nominated, a candidate to succeed himself or herself for the next term of appointment unless he or she publicly declares that he or she will not run.

2103.3. Any person whom the department is considering for membership in the department may be nominated for the Chairpersonship.

2104. Term of appointment: normally from 1 to 5 years.

2105. Election

Procedures to appoint a new Chairperson shall commence no later than November 1 of the last year of the current Chairperson's appointment.

2106. Notice

Written notice of the election shall be distributed to all regular members of the department at least ten days prior to the election.

2107. Informal Annual Review

2107.1. Once each year, prior to February 15th, each faculty member shall have the option of making an informal evaluation of the Chairperson. Evaluation forms will be distributed by February 1 for faculty to use. They are to be returned to a member of the Personnel Committee other than the Chairperson. The primary categories of evaluation are:

2107.11. Advocacy of department interests in the University.

2107.12. Conscientious communication of information to department members concerning University and professional opportunities or data.

2107.13. Adherence to departmental policies and bylaws.

2107.14. Management of department affairs.

2107.15. Supervision of staff.

- 2107.16. Positive, professional, helpful attitude towards students.
- 2107.2. Other categories of evaluation are participation in University affairs, accessibility to department members and students, and professional activity. Results of the informal evaluation shall be communicated to the Chairperson in writing by the Personnel Committee. Each member of the Personnel Committee shall retain a copy of the results.
- 2108. Removal from office
  - 2108.1. The Chairperson may be removed from office during the course of his or her term in accordance with the provisions of the Bargaining Agreement then in force. The Chairperson shall have an opportunity to respond to the department and have a third party present his or her case to the department if a removal vote succeeds, in which case the department will vote again.
  - 2108.2. The schedule for the removal procedure will be as follows:
    - 2108.21. A vote of the members, at a regular or special meeting of the department, will be taken. In such an event, the Chairperson shall be absent from that meeting.
    - 2108.22. A vote for removal, together with specific identification of grounds, will be communicated to the Chairperson.
    - 2108.23. The Chairperson may choose a departmental hearing if he or she wishes to protest the vote of the department.
    - 2108.24. The department will vote again on removal if the Chairperson has protested.
- 2109. Normally the procedure involving all four steps will not take longer than three weeks.
- 2200. Committee Structure and Policies
  - 2201. The department's sole standing operating committee is the Personnel Committee. Task forces will be appointed and given a specific charge, in writing, as the need arises.
  - 2202. The following regulations apply except where restricted by the bylaws:
    - 2202.1. All department faculty are encouraged to serve on departmental task

forces.

2202.2. Membership on all task forces shall be open to all faculty. At the start of each academic year, faculty members will make requests to the Department Chairperson to serve on departmental task forces. If there are not adequate volunteers, the Department Chairperson may request additional faculty to serve on certain task forces.

2202.3. Faculty members not attending three consecutive task force meetings may be removed from membership. Members wishing reinstatement after such removal may obtain it upon notification of the appropriate task force chair.

2202.4. Task force operating procedures--unless otherwise specified in this document, each task force shall establish its own procedures. All task force business shall be determined by a simple majority of the voting members. A quorum is required to conduct task force business. A quorum is one-half.

2202.5. The Department Chairperson is an ex-officio (non-voting) member of the Personnel Committee and all task forces.

2202.6. All reports of the Personnel Committee and task forces are to be received by the Chairperson of the department for appropriate disposition.

2202.7. The Department Chairperson may assign faculty members with their consent to task forces if specific expertise or information is necessary.

2202.8. The task force chairperson shall:

2202.81. Chair task force meetings and set agenda.

2202.82. Keep the Department Chairperson apprised of task force membership and any changes therein.

2202.83. Call meetings as appropriate, giving written notification (excepting under extraordinary circumstances) of such meetings as early as possible to each member and including an indication of the business to be undertaken and any available supporting material which the members may require for that business.

2203. The Personnel Committee jurisdiction is as follows:

2203.1. Develop procedures, criteria, recommendations for recruiting and selection of new faculty.

2203.2. Faculty tenure.



2203.3. Faculty promotions.

2203.4. Faculty reappointment.

2203.5. Faculty retrenchment.

2203.6. Hear grievances and appeals of the faculty regarding 1 through 3 above.

2203.7. Review expenditures of discretionary and travel funds, appointments for Summer Session teaching, hear any faculty grievances and appeals regarding these matters, and receive faculty requests for review and revision of the provisions of this document.

2500. Policy on Evaluation of Teaching Effectiveness

2501. In as much as the primary mission of the Department of Accounting is that of education, it is the responsibility of all faculty to assess and improve upon their abilities as accounting educators. In this regard, the faculty member and the department shall annually review the faculty member's goals, objectives, and performance so as to provide the feedback necessary to improve the educational efficiency of the faculty member.

2501.1. The medium of the periodic evaluation should be tailored to the needs of both the faculty member and the department. The evaluation process should include some student input. This may be provided by either a student narrative or an objective type survey form developed at the departmental, school, or University level.

2501.2. Student input on all courses is not necessarily required. However, it is expected student input from two sections per year at a minimum will be obtained.

2501.3. Additional information may be obtained from class visitation, peer content review, or other medium that provides the necessary feedback.

2501.4. In no event should the annual review process utilize comparisons to other faculty members, either singularly or as a whole.

2502. Recognizing the special needs of those faculty who are subject to personnel decisions (i.e., reappointments, promotion, and tenure), it is incumbent on them to provide more frequent feedback and to utilize the departmental or University objective type student opinion survey. For these individuals, a significant majority of their sections should be surveyed. In all cases, the final responsibility to demonstrate instructional adequacy is that of the faculty member.

3000. Procedures for Development of Criteria for Tenure, Promotion, and Reappointments

3100. Criteria for tenure, promotion, and reappointments were developed by the Personnel Committee and approved by a majority of the department faculty as defined in Section 1200.

3200. Procedures to assure faculty participation in development of criteria.
3201. Voting on criteria for tenure, promotion, and reappointment will be restricted to all tenure track faculty who carry at least a one-half load in teaching or research in the department as set forth in Sections 4400 through 4402.
3202. A notice, in writing, of meetings to consider new criteria or changes in existing criteria must be distributed to all qualified faculty members at least one week prior to the meeting. The proposed procedures or revision of the procedures must be exposed to the department faculty at a meeting prior to the meeting at which balloting will occur.
3203. Balloting procedures.
- 3203.1. A secret ballot will be conducted at the meeting designated in Section 3202 above to approve or reject the proposed criteria and revisions to them.
- 3203.2. Any tenure track faculty member who will be unable to attend the meeting may, up to twenty-four hours before the meeting, request an absentee ballot from the Department Chairperson or secretary for department meetings. These ballots are to be returned in a sealed envelope to the Department Chairperson or to the secretary for department meetings.
- 3203.3. Approval or rejection will be determined by a simple majority of the ballots cast, including absentee ballots. If a tie vote occurs, additional ballots will be conducted at a special meeting one week later.
3204. The department's procedures, criteria, and bylaws are subject to approval by the Dean of the School of Business Administration and the Provost's office as indicated in Article 10 of the Agreement between Central Michigan University and the Faculty Association. They must be consistent with the University-wide criteria of Article 14 of the Agreement. The procedures in this document may not infringe on any duties assigned to the Department Chairperson in his/her appointment letter (see Article 13 of the Agreement) or in this document.

**SECTIONS 3300 AND 3400 HAVE BEEN MOVED TO APPENDIX A, Pages 21-25**

3500. Criteria for reappointment
3501. Nontenured tenure track faculty members are subject to annual review and reappointment until the tenure decision is reached.
3502. Temporary faculty members are subject to annual review and subsequent

appointment subject to University guidelines for full-time service.

3503. University criteria for reappointment are contained in relevant sections of the Agreement between Central Michigan University and the Faculty Association.

3504. Additional departmental criteria.

3504.1. In order to be reappointed, a tenure track faculty member must be meeting the criteria for tenure contained in Appendix A, Section B of this document.

3504.2. Graduate assistants will normally be appointed for no more than three semesters on a full-time basis. All graduate assistants are expected to complete at least five hours of course credit each semester in order to be considered for reappointment to another term.

4000. Procedures for Determining Department Recommendations for Tenure, Promotion, and Reappointment

4100. Composition of the Department Personnel Committee and procedures for the selection of faculty to serve thereon.

4101. The committee shall consist of three faculty members who have been granted tenure; the complement of the committee shall be one full professor, one associate professor, and one additional member at assistant professor or higher. The Department Chairperson will serve as an ex-officio (non-voting) member of the committee.

4102. One committee member shall be elected annually by secret ballot each spring to serve a three-year staggered term.

4103. Each nominee for election to the committee must be a member of the department during the period of service on the committee.

4104. A list of those eligible to be nominated to the committee shall be prepared prior to the election. Those who wish to withdraw their names from consideration shall be entitled to do so. Each regular faculty member at Assistant Professor or higher will be asked to select two names from the list of those eligible and willing to serve. Those two persons who are most frequently named on the first ballot shall comprise the second ballot.

4105. The election shall be conducted by secret ballot. Ballots containing the names of the nominees shall be distributed to each regular faculty member at Assistant Professor or higher. The ballots shall be returned no later than three days following their distribution. After the deadline for returning the ballots has expired, the ballots shall be counted by two department members; and the nominee most frequently selected shall be declared elected. A runoff ballot complying with the above

procedures shall be used in the event of a tie.

4200. Collection, Submission, Presentation, and Documentation of Supporting Materials

- 4201. The Department Chairperson shall submit copies of resumes, transcripts, and annual personnel data sheets, summaries of student evaluations, and his/her recommendation to the Personnel Committee.
- 4202. The candidate should submit to the committee: a written summary of how he/she meets each criterion and submit copies of papers, articles, books, and other evidence of scholarly endeavors (or references to them if copies are unavailable).
- 4203. The Personnel Committee may request additional supporting material from the Department Chairperson or the faculty member.
- 4204. Upon request from either the faculty member or the committee, the faculty member may appear before the committee to present oral evidence.

4300. Evaluation and Recommendations by Personnel Committee

- 4301. After evaluating the material privately and as a group, the Personnel Committee shall draft a report citing the manner in which the candidate meets each criterion. The committee will vote to support or reject the Chairperson's recommendation, citing how the candidate meets or does not meet the criteria. A minority statement may be affixed to the report.
- 4302. The recommendations of the Department Chairperson and the Personnel Committee will be submitted to the department faculty for approval or rejection. A secret ballot will be conducted by the Personnel Committee. Approval requires a simple majority of those casting ballots. No faculty member may vote on any recommendation involving his or her own tenure or promotion.
- 4303. Only tenure and promotion recommendations will be submitted to the department faculty for approval or rejection. Recommendations of the Department Chairperson and the Personnel Committee concerning reappointment will be forwarded without a department faculty vote.

4400. Eligibility for Voting on Tenure and Promotion

- 4401. Voting on personnel decisions involving either tenure or promotion shall be limited to those departmental faculty who have been granted tenure.
- 4402. A recommendation concerning the reappointment of a nontenured faculty member will require a vote by the Personnel Committee, but not by the department faculty as a whole.

4500. Procedures Following the Departmental Recommendation on Tenure and Promotion

4501. The Department Chairperson will verbally notify the faculty member of the results. The faculty member may request in writing a meeting with the Department Chairperson and/or the Personnel Committee to discuss the results before they are submitted to the Dean and Provost. Additional evidence may be submitted to the Personnel Committee, and a re-evaluation may be requested in writing. If the Personnel Committee finds that the results of the re-evaluation could reasonably result in the reversal of the departmental vote, the new evidence may be submitted to the department faculty for a new vote.

4502. The departmental recommendation(s) will be forwarded to the Dean of the School of Business Administration along with supporting documents, and the report of the Personnel Committee which summarizes how it considers the faculty member to be meeting each of the criteria. The Department Chairperson will be responsible for forwarding these materials to the Dean, who will then forward them, along with his/her recommendation, to the Provost.

4600. Retrenchment Policy

4601. In the event that enrollments decline sufficiently to necessitate a reduction in faculty, the general policy of the department will be to reduce the number of accounting faculty in reverse order of seniority and rank within the three faculty classes as follows:

1. Part-time temporary faculty and graduate assistants.
2. Full-time temporary faculty.
3. Nontenured regular faculty.
4. Tenured regular faculty.

4602. This policy may be modified with the approval of the Dean and Provost.

4700. Policy for Employment of Temporary Faculty

4701. Temporary faculty are employed in the department to teach the two introductory courses and certain specialized upper division courses. Individuals in these positions normally are assigned a 12 semester hour teaching load and moderate committee assignments within the department.

4702. In general, temporary faculty are entitled to the benefits established by University policy. In addition, such persons are extended most of the benefits and privileges

available to tenure track faculty (such as grading assistance, reimbursement of expenses for attending local professional meetings, and participating in department policy matters), except where limited in this document.

4703. Recruiting, hiring, subsequent appointment, and termination of appointment of temporary faculty is the responsibility of the Department Chairperson with the assistance of the Personnel Committee.

5000. Departmental Bylaws

5100. Selection of New Faculty

5101. Recruitment of new faculty will be conducted by the Chairperson, assisted by the Personnel Committee.

5102. Regular faculty candidates will be invited to the campus for interviews and will be scheduled to meet with as many regular faculty as possible. Preparation of the interview schedule and other arrangements for the candidate's visit is the responsibility of the Department Chairperson.

5103. An evaluation of each candidate will be submitted to the Chairperson by each faculty member interviewing the candidate. Likelihood of meeting criteria for promotion and tenure, potential contributions to the department, and probability of working harmoniously with department faculty should be considered in making recommendations.

5104. The Department Chairperson will summarize the evaluations and submit them along with a recommendation to the Personnel Committee.

5105. The Personnel Committee will vote to approve or reject the Chairperson's recommendation, citing reasons.

5106. The recommendations of the Chairperson and Personnel Committee will be submitted to the department faculty for approval or rejection. A two-thirds majority vote of the faculty as defined in Section 4104 is required before an offer of appointment may be made to a regular, tenure track position. The Department Chairperson, in consultation with the Personnel Committee, may recommend appointment of temporary faculty members. Any decision not to recommend subsequent appointment of a temporary faculty member must be approved by the Personnel Committee. The Department Chairperson will notify the candidate of the results and prepare necessary papers if an offer of appointment is to be made.

5200. Class Assignments, Advisement Responsibilities, and Committee/Service Responsibilities

5201. Class assignments.

Assigning classes shall be the responsibility of the Department Chairperson, in consultation with individual faculty members. Attempts will be made to meet the preferences of the faculty members stated on a semester survey of teaching preferences.

5202. Advisement assignments.

Each faculty member is expected to help in student advising. The Chairperson will distribute a new advising assignment list to the department faculty each September.

5203. Committee/service responsibilities.

Participation on School of Business Administration and University committees is encouraged.

5300. Sabbatical Leave and Leave of Absence

5301. Requests for Leave of Absence shall be submitted to the chairperson. Approval of the Personnel Committee is required to grant the leave.

5302. The Department of Accounting will follow the University Sabbatical Leave Policy.

5302.1 Procedures

5302.11 At the beginning of each academic year the department chairperson shall inform the faculty of the application deadline.

5302.12 The application for Sabbatical Leave shall be submitted to the Personnel Committee. The Personnel Committee will vote to accept or reject the proposal.

5302.13 The Department of Accounting's representative on the College of Business Administration Sabbatical Leave Reviewing Committee will present the candidate's project to the college review committee.

5302.14 Recipients of a Sabbatical Leave agree to submit a full written report by the end of the academic semester immediately following the semester of the leave. Two copies of the report shall be submitted to the Department Chairperson. One copy will be retained in the departmental files. The chairperson shall forward the other copy to the office of Dean.

It is the responsibility of the recipient of the Sabbatical Leave to comply with the "Final Report" requirements of the University Sabbatical Leave Policy.

5400. Administering the Department Discretionary Account

5401. The Department Chairperson shall be in charge of the department discretionary account.

5402. The broad categories of expenditures (not in order of priority) are as follows:

5402.1. Faculty development.

5402.11. 75 % of professional membership and publication costs for each regular faculty member with the following limits:

Professor	\$300
Associate Professor	\$240
Assistant Professor	\$195
Instructor (3/4 time or more for the full academic year)	\$80

Also, for regular faculty and instructors of 3/4 time or more for the academic year, reimbursement of basic American Accounting Association dues.

5402.12. Attendance at professional meetings.

5402.2. Accounting Advisory Committee.

5402.3. Moving expenses for new faculty members.

5402.4. Student Accounting Society.

5402.5. Department publications and program development.

5402.6. Faculty research support.

5402.7. Department library.

5403. To the extent possible, each fiscal year the Department Chairperson will prepare a budget for the discretionary fund. A Statement of Receipts and Disbursements will be prepared at the end of each year.

5500. Summer Teaching Assignments

Amendment to Departmental Procedures Effective Dec. 3, 1986



5501. Regular faculty will be offered summer teaching, whenever feasible and sufficient demand exists. The assignment will typically consist of two courses each summer for terminally qualified faculty at the professor, associate professor, and assistant professor ranks. Other faculty will be considered for any courses remaining. Assignments will consider each faculty member's qualifications, obtained by education and/or experience. The Personnel Committee can override the provisions of this paragraph if the committee considers it to be in the best interest of the department to do so.
- 5501.1. If sufficient courses are not available to fulfill this policy, courses will be offered to qualified faculty on the basis of rank, and within rank, on the basis of the number of years at that rank at CMU.
- 5501.2. Unfulfilled assignments will be carried forward to the following summer and will be considered first for assignment for that year. Unfulfilled assignments will take priority over the provisions of paragraph 5501.1.
- 5501.3. Within each subject area, regular faculty members will be permanently assigned by lottery "odd summer" or "even summer" status. New regular faculty members will be permanently assigned "odd summer" or "even summer" status based on the need to balance the faculty between odd and even. "Odd summer" faculty will have first choice of which summer session to teach in during odd numbered years. "Even summer" faculty will have first choice of which summer session to teach in during even numbered years. Faculty members who teach three courses are expected to teach two courses in the second session.
- 5501.4. A third course assignment will be offered to terminally qualified professorial faculty after the commitment for two courses for terminally qualified professorial faculty has been met. When the option for a third course is selected, the faculty member's choice of session in which to teach two of the three courses shall be considered only after the choices of terminally qualified faculty teaching one or two courses have been honored to the extent possible. When more than one faculty member chooses to teach three courses, priority in making assignments will be based on the ranking established in paragraphs 5501.1 and 5501.2.
- 5501.5. Summer theme courses may be taught by a faculty member without that course assignment having to meet the criteria in section 5501.1 to 5501.4.
5502. After the commitments in Section 5501 are met, unstaffed courses will be offered to faculty not teaching a full load in the following priority order:
- 5502.1. Professors and terminally qualified associate professors, and assistant professors, on regular appointment.

- 5502.2. Other regular faculty.
- 5502.3. Temporary faculty.
- 5502.4. Graduate assistants.
- 5502.5. Faculty outside CMU.
- 5503. It is recognized that certain faculty may desire to modify their summer teaching assignment from that stated above. The Department Chairperson shall attempt to accommodate the individual to the extent possible while still satisfying the guidelines in Section 5501 and 5502.
- 5504. New terminally qualified faculty holding the rank of assistant professor or above will normally be scheduled to teach in the summer following their first semester at CMU.
- 5550. Summer Research Grants
  - 5551. The Department of Accounting has established a summer research program to foster the research activities of the members of the Accounting Department by providing the faculty with the opportunity to pursue their research efforts on a full-time basis during the summer session. Generally, three research grants will be awarded annually based on available FTE and funds available in the department's discretionary fund. Additional grants may be awarded contingent on available FTE and discretionary funds. The amount of each award will be \$3,300 plus the equivalent of the salary of one course (currently 8.34% of the faculty member's base salary). An additional \$500 will be made available for expenses that are relevant to the research (travel, postage, software, research assistants, etc.). Expenses will be reimbursed according to normal university expense reimbursement procedures.
  - 5552.0 To be eligible for a summer research grant, the faculty member must be full time, tenured or on a tenure track with requirements for terminal degree completed, and holding a ten-month service appointment with the Department of Accounting. Any faculty member who has previously received a previous summer research grant must file a report on the results of the grant pursuant to Section 5559 before he/she is eligible to apply for a new grant. Visiting faculty members will not be considered eligible for research support.
    - 5552.1 Full time faculty members who are assigned to the Accounting Department for less than two-thirds of their load will be eligible for a summer research grant on a pro rata basis based on the ratio of total hours taught in the Department of Accounting since the last summer research grant held to total hours taught in a full time load for the same period. In addition, the faculty member must satisfy the criterion or publication with two accounting articles as described in section 5553.1. An application that

meets the publication standard for the summer research grant does not automatically imply that the department's standard for promotion or tenure have been met.

5553. Faculty members satisfying the eligibility requirements may apply for a summer research grant in the fourth year following their last grant or after they have had two refereed articles, whichever time is greater. All such eligible faculty shall be funded subject to the conditions of section 5557. New terminally qualified faculty members shall be eligible immediately without consideration of time or prior publication.

5553.1 Refereed publications are those publications that would qualify as refereed accounting publications for AACSB purposes. A list of acceptable publications is given in Cabells. Other publications may qualify, but it is the burden of the faculty member to demonstrate that the publication meets the criterion of outside review by persons other than the editor.

5554. Since the purpose of the grant is to allow faculty members to devote full time to their research effort, no grant recipient, except the department chairperson and internship coordinator, will be allowed to accept any other assignments for compensation. However, recipients will be allowed to hold other research grants concurrently. The department chairperson may receive compensation equivalent to two courses for the nonteaching responsibilities as chairperson plus the equivalent of one additional course as a research grant. The chairperson will not receive the \$3,300 grant. The internship coordinator will receive compensation equivalent to one course for the internship responsibilities plus the equivalent of one course as a research grant and \$3,300.

5555. Each eligible faculty member applying for a grant should submit a written proposal to provide some focus for the research activity. The proposal should be no more than five typewritten pages in length (exclusive of supporting documents) and should contain a brief description of the problem to be researched, the research methodology to be utilized, and a statement of the timetable for completion of the project. In addition, a current vitae showing the publications since the last grant held should be submitted.

5556. Each proposal will be submitted to the Personnel Committee. The role of the committee is to determine whether the applicant meets the eligibility requirements for the research grant and provide constructive criticism to the applicant regarding the proposal.

5557. All eligible proposals shall be funded unless more eligible faculty members apply than there are grants available in a given period. Preference will be given based on the following criteria in the order listed:

1. New faculty.

2. Time since last grant.
3. Rank.
4. Time in rank.

In the event that two or more applicants rank the same on all four criteria, the Personnel Committee would make the decision.

5558. Eligible faculty members who wish to be considered for a summer research grant should submit five copies of a proposal by January 15. The grants are to be awarded by February 1.
5559. At the start of the semester following receipt of the research grant, a brief report on the progress of the research project must be submitted.
5560. No more than one research grant proposal will be accepted from a faculty member.
5600. Correspondence Courses
5601. Department faculty normally will be offered the assignment of a correspondence course for a three-year period. The faculty member will retain all students starting during his/her term of appointment until they complete or drop the course.
5602. If an updating or revision of a correspondence course is required, the faculty member currently assigned to that course will have the first choice at making the updating or revision.
5700. Membership in the Graduate Faculty
5701. There shall be two types of membership: 1) Regular membership and 2) Temporary membership.
5702. Criteria for regular membership shall be:
- 5702.1. Basic requirements:
- 5702.11. Associate or full professor on regular appointment, or
- 5702.12. Assistant professor with earned doctorate or appropriate terminal degree on regular appointment, or
- 5702.13. Election by the departmental faculty of other persons on regular or special appointment.
- 5702.2. Additional requirements:
- All persons selected for membership in the graduate faculty must have been

involved in at least one of the following activities within the two-year period immediately preceding their selection:

- 5702.21. Teaching graduate students in courses numbered 500 or above, or
  - 5702.22. Supervision of graduate student theses, research, independent studies, internships, field studies, or practica.
5703. Criteria for temporary membership: Persons who have not met the criteria for regular membership may be selected on a temporary basis as non-voting members of the graduate faculty, for a one-semester or one-session period.
5704. Procedures for selection, continuance, and confirmation
- 5704.1. The following procedures for selection, continuance, and confirmation must have been completed prior to the assignment of any faculty member to the teaching, supervision, or advisement of graduate students.
  - 5704.2. Procedures for selection.
    - 5704.21. Selection for regular membership in the graduate faculty shall be recommended by departments based on the criteria stated in Sections 5702.1 and 5702.2.
    - 5704.22. Selection for temporary membership in the graduate faculty may be made upon recommendation of the department.
    - 5704.23. Normal University grievance procedures shall be followed in the case of appeal of a departmental decision.
5705. Procedures for continuance.
- 5705.1. In order to remain a member of the graduate faculty, a member must within the immediately preceding two-year period continue to perform the activities in Section 5702.2 above and show evidence of involvement in scholarly activities, creative endeavors, or professional growth.
  - 5705.2. Each graduate faculty member will report annually on such involvements for the immediately preceding two-year period.
  - 5705.3. Each department will review the report, make recommendation on continuance or discontinuance as a member of the graduate faculty, and forward the report to the Graduate Dean for confirmation.
  - 5705.4. Failure to file the report shall lead to automatic removal from the graduate

faculty.

5705.5. Normal University grievance procedures shall be followed in the case of appeal of a departmental decision.

5706. Procedures for confirmation.

5706.1. The Dean of Graduate Studies shall confirm departmental recommendations for selection on the basis of criteria stated in Sections 5701 - 5703 above.

5706.2. The Dean of Graduate studies shall confirm departmental recommendations for continuance or discontinuance on the basis of criteria and procedures stated in Section 5705 above.

5706.3. Individual or departmental appeals of the confirmation decisions of the Dean of the School of Graduate Studies may be made to the Graduate Council.

## APPENDIX A

### A. (formerly Section 3300) Criteria for Tenure

1. A non-tenured faculty member holds a probationary appointment, subject to annual review and reappointment. The faculty member should be advised in writing early in his/her appointment of the substantive and procedural standards generally employed in decisions affecting renewal and tenure. Notice of new standards applying to faculty members which are developed after the first appointment will be given in writing to the faculty member at the time the new standards are developed.
2. University-wide tenure policies are outlined in Article 14 of the Agreement between Central Michigan University and the Faculty Association.

### B. (formerly Section 3303) Additional School Criteria and Standards

1. The policy of the School is to normally recommend tenure for only those possessing an earned doctorate or other earned terminal degree as defined in the standards and interpretations of the Association to Advanced Collegiate Schools of Business-International (AACSB-International). The School will recommend tenure only for those at the assistant professor rank or higher.
2. The department has historically hired faculty who do not possess the doctorate to assist in staffing introductory courses. The department policy is to appoint these individuals on a temporary basis at the Instructor level. It is expected that individuals in this category may be subsequently appointed for 2 to 3 years if their performance warrants. The department will only grant tenure for those at the Assistant Professor rank or higher.
3. The primary objectives and functions of the University are the transmission and development of knowledge. Therefore, the primary criteria for reappointment, tenure, and promotion of faculty members should concern teaching and scholarly work. However, other activities such as outside professional responsibilities and participation in University administration and committee work should also be considered in the overall evaluation of faculty members. With respect to teaching and scholarly work, minimum performance is not enough, in itself, to justify retention, tenure, or promotion. For example, a minimum performance in scholarly work should be offset by a superior performance in teaching. The individual faculty member is responsible for completing and submitting to the Department Chairperson each May a personnel data sheet which will provide much of the information needed in Sections a-c (below). A copy of the personnel data sheet will be placed in the faculty member's personnel file.

#### a. Teaching Effectiveness

The quality of teaching should be the most important factor in tenure

decisions. Faculty members should be conscientious, devoted teachers. They should take their responsibilities seriously and endeavor to make their courses challenging and rewarding to the students. They should continuously revise their courses to keep them up-to-date and to improve them on the basis of classroom experience. Evidence of teaching effectiveness will be obtained by consideration of formal and informal student evaluations and such other measures as may be established by the department and/or individual faculty members.

**b. Creative and Scholarly Work**

Every faculty member should be engaged in research and in scholarly activities in the broad sense. They should keep abreast of current literature in their fields of specialization, and they should be aware of important new research activities in these fields. In addition, they should be actively engaged in research endeavors of their own which will comprise, or result in, contributions to knowledge.

The School recognizes the great difficulties in the assessment and evaluation of creative and scholarly work. In the faculty review process, a variety of evidence may properly be considered. In view of the difficulties inherent in evaluating scholarly work, evidence of impartial appraisal by outside critics (such as journal referees) is especially useful.

- (1) Tenure requires at least four articles published in refereed journals and some other worthy scholarly activity as determined by the School. The School holds that a demonstration of quality of research/scholarship is important to obtaining tenure. The School will judge each publication with regards to its scholarly contribution to the discipline. Indicators of quality could include, but not be limited to, such factors as the reputation of the journal or publisher or the acceptance rate of the journal. Publications of higher quality may carry greater weight, in which case fewer refereed journal articles would be required for tenure. Other publications such as a scholarly book or a refereed monograph may be substituted for articles if they are of sufficient quality. Sole-authored publications may carry greater weight, in which case fewer publications could be required. The applicant needs to justify the case for such substitutions.
- (2) A faculty member hired at the Associate Professor level will need two refereed articles while at CMU plus some other worthy scholarly activity as determined by the School and/or procedures to be considered for tenure.
- (3) Though not an exhaustive list, the following are examples of what



may qualify as other worthy scholarly activity:

- (a) instructional cases that have been accepted for publication after an external review,
  - (b) instructional videos that have been accepted for publication after an external review,
  - (c) significant grants received by the faculty member,
  - (d) refereed papers published in the proceedings of a regional, national or international professional organization's annual meeting, and
  - (e) presentations of research papers at academic conferences.
- (4) Tenure recommendations, whether positive or negative, will be forwarded to the Dean for review.

**c. Participation in University and Public Affairs**

A faculty member of the School of Accounting being a professional person should be cognizant of the entire University and its social setting. Participation in student organizations, assumption of various University responsibilities, and involvement in city, state, and national organizations are activities to be considered as contributing to tenure.

**C. (formerly Section 3400) Criteria and Standards for Promotion**

1. University criteria and standards for promotion are contained in relevant sections of the current Agreement.
2. The basic criteria and standards of teaching effectiveness, creative and scholarly work as defined under tenure decision, and participation in University and public service are the same for promotion.

**a. Teaching Effectiveness**

The quality of teaching should be the most important factor in tenure decisions. Faculty members should be conscientious, devoted teachers. They should take their responsibilities seriously and endeavor to make their courses challenging and rewarding to the students. They should continuously revise their courses to keep them up-to-date and to improve them on the basis of classroom experience. Evidence of teaching effectiveness will be obtained by consideration of formal and informal student evaluations and such other measures as may be established by the School and/or individual faculty members.

**b. Creative and Scholarly Work**

Every faculty member should be engaged in research and in scholarly activities in the broad sense. They should keep abreast of current literature in their fields of specialization, and they should be aware of important new research activities in these fields. In addition, they should be actively engaged in research endeavors of their own which will comprise, or result in, contributions to knowledge.

The School recognizes the great difficulties in the assessment and evaluation of creative and scholarly work. In the faculty review process, a variety of evidence may properly be considered. In view of the difficulties inherent in evaluating scholarly work, evidence of impartial appraisal by outside critics (such as journal referees) is especially useful.

- (1) To be promoted to Associate Professor, at least four articles published in refereed journals and some other worthy scholarly activity is required. The School holds that a demonstration of quality of research/scholarship is important to obtaining promotion. Indicators of quality could include, but not be limited to, such factors as the reputation of the journal or publisher or the acceptance rate of the journal. Publications of higher quality may carry greater weight, in which case fewer refereed journal articles would be required for promotion. Other publications such as a scholarly book or a refereed monograph may be substituted for articles if they are of sufficient quality. Sole-authored publications may carry greater weight, in which case fewer publications could be required. The applicant needs to justify the case for such substitutions.
- (2) To be promoted to Full Professor, at least four articles in refereed journals and some other worthy scholarly activity is required. A higher standard for scholarly and creative activity is expected for promotion to Full Professor. This higher standard could be demonstrated by such quality factors (but not limited to) as the reputation of the journal or publisher, the acceptance rate of the journal, or the publication's contribution to the discipline. Publications of higher quality may carry greater weight, in which case fewer refereed journal articles would be required for promotion. Other publications such as a scholarly book or a refereed monograph may be substituted for articles if they are of sufficient quality. Sole-authored publications may carry greater weight, in which case fewer publications could be required. The applicant needs to justify the case for such substitutions.

- (3) Though not an exhaustive list, the following are examples of what may qualify as other worthy scholarly activity:
  - (a) instructional cases that have been accepted for publication after an external review,
  - (b) instructional videos that have been accepted for release after an external review,
  - (c) significant grants received by the faculty member,
  - (d) refereed papers published in the proceedings of a regional, national or international professional organization's annual meeting, and
  - (e) presentations of research papers at academic conferences.
- (4) Promotion recommendations, whether positive or negative, will be forwarded to the Dean for review.

**c. Participation in University and Public Service**

A faculty member of the School of Accounting being a professional person should be cognizant of the entire University and its social setting. Participation in student organizations, assumption of various University responsibilities, and involvement in city, state, and national organizations are activities to be considered as contributing to tenure.

- D.** Promotion recommendations, whether positively or negatively, shall be forwarded to the Dean. If the School recommendation is negative, and if the faculty member desires further review, he/she must initiate a request at the next level as specified in the Agreement.
- E.** For the professor salary adjustment, the same standards shall apply as for promotion to full professor and/or according to the Agreement.