

JOHN CARROLL UNIVERSITY
Boler School of Business
Department of Accountancy

September, 2006

TENURE POLICY

Department of Accountancy

This tenure policy statement supersedes all previous departmental tenure policy statements.

Tenure Committee:

The Tenure Committee (TC) will be comprised of all tenured members of the Department who are on faculty contract and who have voting rights as defined in the *Faculty Handbook*. The Chairperson of the Department of Accountancy, if tenured, shall serve as a member of the TC and shall act as convener. At the beginning of each academic year, the TC shall elect its (voting) chair from among its members. This policy statement incorporates by reference all pertinent portions of the *Faculty Handbook*, approved December 15, 1982, and as amended by the Board of Directors,.

The TC shall operate according to the following rules:

1. The Chairperson of the Department of Accountancy shall have no separate voice in tenure recommendations to the Dean or other officials of the University.
2. Any faculty member serving the University as an administrative officer and who will be participating in the tenure decision at a higher level shall not be a member of the Committee.
3. No proxies are acceptable in the deliberations or decisions of the TC. Participation in the deliberations (attendance at TC meetings and review of materials submitted by candidates) is a requirement for voting. It is expected that each member of the TC will examine the dossier of each candidate prior to TC deliberations.
4. A two-thirds vote of the TC is required for a favorable recommendation for tenure.

Tenure Process Timetable:

1. Each tenure-track faculty (hereafter, "candidate") is given a copy of the Department's statement on standards and procedures for tenure prior to or at the time of the issuance of the initial contract.

2. In the Spring of each year and before the end of March, the TC will meet to review the progress of candidates. Candidates should be informed well in advance as to the material requested of them. Candidates should also be allowed to submit any material they deem pertinent to their review. However, the TC can determine how this material is to be used.
3. After each of its meetings, the TC will furnish to each candidate a written statement on the candidate's progress toward a recommendation for tenure detailing the areas which are satisfactory and, where improvement is necessary, specific guidance as to how improvement may be achieved or demonstrated. The TC will meet with each candidate to discuss its findings, allow the candidate to respond to its findings, and reply to such response before the end of that academic year. At their meeting there may be information conveyed to the candidate that does not become part of the official report. The TC will vote annually on the retention of each candidate. The Dean will receive in writing a copy of the assessments and recommendations made by the TC.
4. By March 1 of the third year on tenure track (this and following dates to be adjusted in the case where a candidate starts in mid year, has an approved leave, etc.), the candidate prepares a dossier documenting progress towards tenure and presents it to the TC. The TC evaluates it and by April 15 forwards the dossier to the Boler School of Business Dean along with its annual report and recommendation concerning whether or not the candidate is progressing towards a favorable tenure decision. The Committee of Academic Deans reviews the report and makes a recommendation to the Academic Vice President by June 15. Before the beginning of the next academic year, the Academic Vice President notifies the candidate, the Boler School of Business Dean, and the Department's TC of his/her decision. If it is contrary to the recommendation of the TC, then the TC is advised of the reasons which contributed to that decision. For faculty members continuing on tenure track, the Committee of Academic Deans will note areas of concern and offer suggestions for improvement. A copy of the deans' communication to the candidate is also provided to the TC.
5. In the semester in which a tenure decision is to be made, the candidate prepares two copies of a dossier which supports the candidate's request for tenure and presents these dossiers to the Chairperson of the Department of Accountancy, who convenes the TC. The dossiers are due to the TC by October 1 for Fall decisions and by February 15 for Spring decisions. The TC, after making its decision, forwards the dossiers along with its recommendation and report to the Dean of the Boler School of Business through the usual communication channels and informs the candidate in writing of its recommendation. Transmission of the decision and the dossiers will be made by November 1 for Fall decisions and March 15 for Spring decisions.
6. Both the candidate and the TC will be informed in writing of the final tenure decision.

7. If the final decision is contrary to the recommendation of the TC, then the TC can request that it be advised in writing of the reasons for that decision. If this request is denied, the Dean will meet with the TC to advise it of the reasons for the decision.
8. If the final decision is unfavorable to the candidate, and if the candidate so requests, the candidate should be advised by the Academic Vice President of the reasons for that decision, and, if further requested by the candidate, these reasons should be confirmed in writing.

Criteria for Tenure:

The following criteria for tenure are not intended to be applied retroactively; faculty members in tenure-track positions should not be affected by any changes in the tenure criteria approved after their initial appointment to the faculty.

- I. Teaching: The candidate must demonstrate effective, quality teaching which conforms to the traditional rigorous standards of the Department of Accountancy. Documentary evidence to support a tenurable classroom performance may include, but is not necessarily limited to:
 - student evaluations (for current and earlier semesters during the probationary period)
 - peer visitations
 - syllabi, examinations, and other grading measurements
 - enrollment and grade distribution statistics
 - advising of accounting majors and/or freshmen/sophomores
 - statistics and appraisals of advising
 - exit measures (CPA exam and senior comprehensive results)
 - alumni testimonials
 - letters of reference from persons outside the University community
 - teaching awards
 - curricular innovations
 - supervising student academic research (independent study, AAA manuscripts)

The TC may request additional information from the candidate to aid in its evaluation of teaching performance.

Under no circumstances will excellence in Professional Advancement and Service (refer to Parts II and III below) compensate for a candidate's inability to demonstrate effective, quality teaching.

II. Professional Advancement: A candidate for tenure is expected to demonstrate competence in research as measured by publication. Minimally, there is an expectation that compliance with this criterion is at least two published or accepted refereed journal articles or one for every two years of the probationary period. Co-authored articles may be, but are not necessarily, the equivalent of single author work. This standard is further affected by qualitative judgments on the part of the TC. Qualitative considerations may include: quality of published and accepted research, length of articles, time commitment reflected by articles, journal quality, and the likelihood of future publication activity.

The candidate for tenure should also present evidence of professional advancement in other areas of endeavor:

- refereed journal articles in excess of the minimum
- papers presented at academic and professional meetings
- professional reviewing activities (published book reviews, editorships, journal refereeing, discussant activities, panel moderating)
- books and textbooks
- non-refereed journal articles
- professional development activities (attendance at academic and practical symposia, conferences, training courses)
- submitted research
- professional consultancies as a representative of the University
- external and internal grant proposals, grant awards, and completion of research funded by grants

The tenure dossier submitted to the TC should include copies of all published, accepted, and submitted articles, as well as a statement regarding research in progress.

Under no circumstances will excellence in Teaching and Service (refer to parts I above and III below) compensate for a candidate's inability to demonstrate competence in research.

- III. Service: By virtue of the special service required to maintain a close working relationship with the professional accounting community, the Department of Accountancy expects all its faculty members to participate in this joint effort. The candidate for tenure should understand that the TC will not place more than a 20% weighting on the service component. Service will never substitute for shortcomings in the Teaching or Professional Advancement areas.

The candidate for tenure should demonstrate quality service to the Department of Accountancy. Service to the Department includes but is not limited to: moderating the Accounting Association, participating in fostering firm relations, assisting in student placement, serving as library liaison, procuring grants for the Department, organizing and participating in conferences for the Department or the public, advising non-majors, recruiting, undertaking AACSB accreditation activities, and serving on ad hoc committees. It is assumed in this context that participation in certain departmental functions is a necessary condition of a faculty member's job. Likewise, attendance at departmental meetings, Open Houses, Accounting Career Night, and the Accounting Awards Banquet is expected.

The candidate for tenure should also present evidence of service in other areas of endeavor.

- Professional service (membership in professional societies, committee and board assignments in these organizations, talks to professional groups, attendance at local professional meetings)
- University/BSOB service (University and BSOB committee membership, recruitment activities, grant proposals)
- Community service (non-remunerated activities that relate, directly or indirectly, to accounting or to the University).

Under no circumstances may professional, University, and/or community service be regarded as a substitute for service to the Department.

- IV. Minimum Standards: The preceding criteria of effective quality teaching, refereed journal publication, and quality service to the Department of Accountancy are construed to be mandatory for tenure, but are not sufficient individually or collectively for the award of tenure. The candidate for tenure should demonstrate additional activities in one or more of the following areas:

- teaching activities beyond what is necessary to demonstrate effective quality teaching
- refereed journal articles beyond one for every two years of the probationary period

- service to the Department beyond what is necessary to demonstrate quality service.
- professional advancement in other areas of endeavor (Part II above)
- service in other areas of endeavor (Part III above)

Professional reviewing activities, professional development, and professional consultancies as a representative of the University are equally pertinent to the Professional Advancement and Service areas. A candidate for tenure may document these activities in such a fashion as would best support his/her case.

- V. Degree: The candidate must have an earned doctorate or equivalent credentials acceptable according to AACSB standards.

APPROVED NOV 14 2006 .

