

Department Evaluation Guidelines Revision Form

(to be completed by Department Chair)

Date: 03-Mar-2023

Name: Greg Clifton

Department: Accounting

Have these changes been approved by a majority of full-time faculty in the Department? Yes No

Votes: Yes 14 No 0

Please list the proposed changes

| Page number(s) | Revision | Rationale for revision |
|----------------|--------------|------------------------|
| | See attached | |
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Department Chair signature:

Gregory

Digitally signed by Gregory Clifton
Date: 2023.03.03 11:14:59 -0700

Comments:

Dean signature:

Ann B. Muphy

Digitally signed by Ann B. Muphy
Date: 2023.03.03 11:13:10 -0700

Comments:

Provost & Executive Vice President for
Academic Affairs signature:

Comments:

Accounting Department Evaluation Guidelines Revisions

| Page Number(s) | Revision | Rationale for revision |
|----------------------|--|---|
| 2 | Added new mission statements | Align with university catalog |
| 3 | Removed Strategic Objectives and Program Goals | Unnecessary to include |
| 6 | Removed "Other" from Areas of Performance | Unnecessary to include |
| 8+ (entire document) | Replaced "Obligations" with Responsibilities in Teaching sections | Clarity and more accurate descriptor |
| 8+ (entire document) | Referenced CBUS FQ Policy instead of Cabell's under Scholarly Activities (SA) | Ensure consistency with CBUS documents for accreditation purposes |
| 9 | Modified bullet 3 under SA | Clarify expectations |
| 9,10 | Modified bullets 1 and 2 under Service | Clarify expectations |
| 9 | Replaced "first" with "primary" under bullet 1 of SA | Clarify expectations |
| 11 | Deleted last sentence of first paragraph | Item was never a part of expectations and created confusion |
| 12 | Modified bullet 1 under Service | Clarify expectations |
| 13 | Added an alternative path for completing Service expectations | Help manage faculty workload |
| 13 | Removed additional Emeritus faculty criteria | Better align with university expectations |
| 14 | Modified paragraphs 1 & 2 for Non-tenure track faculty | Clarify expectations around teaching load |
| 14,15 | Separated non-tenured track faculty expectations based on scholarly and service requirements with updates for each | Clarify expectations for different faculty arrangements |

Accounting Department Evaluation Guidelines Revisions

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|----|--|--|
| 17 | Modified bullet 1 under SA and bullets 2 & 3 under Service | Clarify expectations for promotion |
| 17 | Modified last bullet under Teaching | Add others to authoritative list for adjunct faculty |

Metropolitan State University of Denver

College of Business

Department of Accounting

Faculty Evaluation Guidelines

Effective July 1, 2023

| DEPARTMENT GUIDELINES REVIEW | | | |
|---|---------|------------|--------|
| | Approve | Disapprove | Date |
| _____ Department Chair | | | |
| Reviewed and approved by Committee of Department Chairs approved by BUS Chairs February 28, 2023 | | | |
| <i>Ann Murphy</i> _____ Dean of School | xx | | 3/2/23 |
| <i>Greg Clifton</i> _____ Vice President of Academic Affairs/Provost | xx | | 3/3/23 |

Department of Accounting

Mission and Goals

College of Business Mission Statement

The MSU Denver College of Business engages a diverse student population with an inclusive educational experience to become successful business professionals.

Department of Accounting Mission Statement

We engage a diverse student population with a high-quality, inclusive, enriching and accessible undergraduate and graduate accounting education to help them become competent and effective accounting professionals. We pursue excellence through classroom pedagogy, service to communities and intellectual contributions. Our research and service enhance teaching, learning, professional development, and contributes to professional practice. We serve the accounting profession, the community, and society in general.

Graduate students will attain the skills and knowledge necessary for a potential career in an accounting leadership position/role. Graduate students will be able to make a meaningful contribution to professional practice through ethical leadership, effective communication, and undertaking applied accounting research. Graduates will exercise the professional scepticism and judgment necessary to make and effectively communicate strategic and accounting decisions within a range of business environments.

**HANDBOOK FOR PROFESSIONAL PERSONNEL
STATEMENT ON GUIDELINE REVIEW, REVISION, AND USAGE**

Guidelines should be reviewed annually, but only updated if deemed necessary. If Department Guidelines are changed, the Chair must submit the current Department Guidelines and revised Department Guidelines, highlighting and explaining the rationale for any changes, to the College/School Committee of Department Chairs, the College/School Dean, and Provost for approval no later than March 1 of each year. The Provost may make revisions to such guidelines. The revised guidelines will be effective immediately for faculty hired in the next academic year. For untenured faculty members the revised guidelines will be effective upon completion of their tenure/early tenure review. For tenured faculty members the revised guidelines will be effective upon completion of their next significant evaluation (i.e., promotion or post-tenure review) or immediately, if the next significant evaluation is more than three years away. Under extremely rare circumstances, changes can be made effective immediately (triggered, for example, by discipline-specific accreditation standards) if a majority of tenure-line faculty in an academic department and the relevant College/School Dean agree such changes are needed and reasonable.

AREAS OF PERFORMANCE AND CRITERIA

University faculty members are reviewed on their performance in three areas: teaching, scholarly activities, and service.

- ✓ All relevant and official information may be considered in the course of any review or evaluation.
 - ✓ Each performance area has criteria that provide the basis for evaluation and can be viewed separately.
 - ✓ However, the ideal faculty colleague is one whose performances blur the boundaries of the three areas. That is, teaching is enhanced by scholarship and service. Scholarly activities are influenced by teaching and service; and service relates to scholarship and teaching.
- a. **Teaching.** Teaching is the act of creating and maintaining an environment which enhances the opportunities for student learning and discipline-related growth; it includes advising students to facilitate graduation and to transition to post-baccalaureate careers or further educational opportunities – especially within MSU Denver’s MPAcc Program.
 - b. **Scholarly Activities.** Scholarly and creative activities are disciplinary or interdisciplinary expressions or interpretations that develop ideas, frame questions, create new forms of representation, solve problems, or explore enduring puzzles. They include maintenance of professional licenses and certifications.
 - c. **Service.** Service is participation in the shared governance of the academy and the use of disciplinary or professional expertise and talents to contribute to the betterment of multiple environments, including professional and disciplinary associations, or non-profit and governmental agencies.

Faculty will submit a Portfolio for review at the appropriate time and to the appropriate level of review as stated in the Academic Affairs Procedural Calendar and the Handbook.

Rating Scale

The following rating scale as per the Handbook may be applied to each criterion. Evaluators will rate the candidate as “meets standards” or “needs improvement” with explanations of how the candidate did or did not attain the ranking.

- 1. Meets Standards** This rating represents a level of performance that demonstrates competency in the profession in the category for which it is achieved. If a tenure-track member achieves this rating before the tenure portfolio year, it indicates the faculty member is progressing toward tenure in a satisfactory manner, considering the length of time that person has been on tenure-track. It does not indicate that everything has been accomplished to qualify a faculty member for tenure consideration. If a faculty member achieves this rating in the tenure portfolio year, it suggests that he or she has reached a level in that category to qualify that faculty member to be considered for tenure.

- 2. Needs Improvement** This rating indicates that a faculty member’s performance does not meet standards. If a tenure-track member achieves this rating in a category before the 3rd portfolio year, it indicates the faculty member is not progressing toward tenure in a satisfactory manner in that category and there is a chance the faculty member may not be retained. If the faculty member is retained for another year, he or she should follow the suggestions from the department chair and other levels of review very carefully in such a way as to be able to document progress and compliance to assure satisfactory progress (meets standards) in the next portfolio year. If a faculty member earns this rating in the 4th portfolio year in any category, it is likely that person will be recommended for non-retention.

In reviewing faculty performance using these ratings, evaluators shall conscientiously adhere to the descriptions of each rating category, taking care to acknowledge differing aspects of performance among faculty members.

CRITERIA AND GUIDELINES

The activities presented in previous sections of this document are guidelines and are summarized in the following tables. If faculty members meet the requirements in these tables, they will be *candidates to be considered* for retention, tenure and promotion, if applicable.

TENURE AND PROMOTION FROM ASSISTANT TO ASSOCIATE PROFESSOR

Accounting Department faculty should be involved in their profession, and they should be proficient (meets standards), if not excellent, in all aspects of academic life. MSU Denver identifies three areas of a faculty member's academic life in which proficiency/excellence is expected. By having faculty members achieve at least proficiency in their academic lives, the Accounting Department will make a significant contribution to the University.

Table 1: Expectations for Tenure and Promotion from Assistant to Associate Professor

By Third Year Portfolio

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix 1
- Actively participate in department and college assessment (AOL) activities and participate in implementing changes as determined by department or college AoL faculty.
- Use multiple pedagogies and active learning strategies, including inclusive pedagogy and high impact practices.
- Develop assignments that provide a practical application of course material.
- Advise and recruit students for the MPAcc Program.
- Demonstrate maintenance of currency in the discipline.
- Implement suggestions of peer observers, as appropriate & observe other instructors as requested.
- Achieve a weighted average SRI score, for Question 2, of no less than 4.5 on a 6-point scale. In cases of a score less than 4.5, develop a plan with the department chair to improve the scores
- Use Degree Works or other University required tools to record details of advising and retention sessions.

SCHOLARLY ACTIVITIES

- Have at least one article under review at a peer-reviewed journal listed in College of Business preferred outlet as described in the College of Business Policy on Faculty Qualifications (FQ Policy).
- Complete at least 2 scholarly or intellectual activities, in addition to the journal article noted above, as defined in the FQ Policy.

- Maintain Scholarly Academic (SA) or Practice Academic (PA), with an approved PA plan, status each year of tenure track appointment as defined in FQ Policy.

SERVICE

- Serve on at least two committees at the department, college or university (or any combination) level for at least one academic year.
- Serve in at least one additional capacity for the profession or the community for at least one year.
- Attend department, CBUS and other mandatory meetings.

By Sixth Year/Early Tenure Portfolio

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix 1
- Actively participate in department and college assessment (AOL) activities and participate in implementing changes as determined by department and College AoL faculty committees.
- Use multiple pedagogies and active learning strategies, including inclusive pedagogy and high impact practices.
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- Develop assignments that provide a practical application of course material.
- Advise and recruit students for the MPAcc Program.
- Demonstrate maintenance of currency in the discipline.
- Implement suggestions of peer observers, as appropriate & observe other instructors as requested.
- Achieve a weighted average SRI score, for Question 2, of no less than 4.5 on a 6-point scale. In cases of a score less than 4.5, develop a plan with the department chair to improve the score.
- Use Degree Works or other appropriate tools to record details of advising and retention sessions.

SCHOLARLY ACTIVITY

- Satisfy College of Business FQ Policy to be classified as SA or PA, with an approved PA plan. At least 1 of the scholarly activities must be as primary author.
- Publish at least 2 peer-reviewed journal articles in College of Business preferred outlets, plus at least one other intellectual contribution with a minimum of five intellectual or scholarly activities as described in the College's FQ Policy., If classified as PA, provide documentation of maintaining expectations for tenure as defined within the plan
- Maintain professional licensure, certification, or complete at least 20 hours of continuing professional education.

SERVICE

- Serve on at least two committees at the department, college or university (or any combination) level for at least one academic year.
 - Serve in at least one additional capacity for the profession or the community for at least one year.
 - Attend department, CBUS and other mandatory meetings.
-
- When submitting yearly portfolios for the review process, faculty members should carefully address the items in the above table.
 - It is the faculty members' responsibility in their portfolios to show clear evidence that the minimum expectations are being met, according to how long the faculty member has been on tenure-track.
 - If sufficient progress is not being made, especially at the Third Year Portfolio Review, but not limited to this year only, the tenure-track faculty member may be subject to a recommendation of non-retention.
 - Meeting all minimum expectations by the Six Year/Early Tenure Portfolio Review makes a tenure-track faculty member eligible to be *considered* for tenure only.

PROMOTION FROM ASSOCIATE TO FULL PROFESSOR

As per the Handbook, an associate professor may apply for promotion to the rank of professor in the fourth year after attaining the rank of associate professor. Merely maintaining performance levels for tenure and /or associate professor will not suffice for the rank of Professor. The Handbook specifically states that "...there is an expectation for a record of significant accomplishment in all three areas." This rating represents a level of extraordinary performance that substantially surpasses the "Meets Standards" rating coupled with Leadership in Teaching, Scholarly Activities, and Service.

Table 2: Expectations for Promotion from Associate to Professor

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix 1
- Actively participate in department and college assessment (AOL) activities and implement changes as determined by department and college AoL faculty members.
- Use multiple pedagogies and active learning strategies, including inclusive pedagogy and high impact practices.
- Develop assignments that provide a practical application of course material; demonstrate maintenance of currency in the discipline.
- Advise and recruit students for the MPAcc Program.
- Have one summative peer observation completed and demonstrate implementation of suggestions of reviewer. Complete other peer observation activities as requested.
- Achieve a weighted average SRI score, for question 2, of no less than 4.75.
- Use appropriate university tool to record details of advising and retention sessions.
- Participate in at least one Majors Fair, Open House, or Graduation Ceremony per academic year.

SCHOLARLY ACTIVITIES

- Satisfy the College's FQ Policy for maintaining classification as SA or PA with an approved plan, annually. Faculty who do not satisfy the annual maintenance requirement for SA or PA status in one year of an evaluation period because of a *single* deficiency may apply for promotion after completing the following requirements:
 - Correct the deficiency within a reasonable time after the end of the CBUS Faculty Qualifications Review Period (normally December 31st of each year) and document the correction. Deficiency correction timeline to be determined in consultation with and approved by the Dean, normally no longer than 90 days.
 - Satisfy the annual maintenance requirement for SA or PA status for 4 consecutive Review Periods after the missed year, and
 - Earn a successful PTR after the missed year.

- Maintain professional licensure, certification, or complete at least 20 hours of continuing professional education annually.
- Publish at least 1 peer-reviewed journal article in an approved outlet in addition to that required to maintain SA status under FQ policy.
- PA Plans should set expectations for promotion.

SERVICE

- Serve as chair for at least one committee for the institution at the college or university level.
- Attend department, CBUS, and other mandatory meetings.
- Serve on at least 2 committees or task forces (in addition to the service noted above) for the institution at the college or university level.

POST TENURE REVIEW

For all tenured faculty members, the minimum performance standards for post tenure review are the same as those for tenure and promotion to associate professor, as stated above, excluding the peer observation requirement. However, a tenured faculty member's emphasis in certain activities may change over time. Accordingly, a tenured faculty member may submit a performance plan for any 5-year review period. If such plan is approved, then the approved performance plan will substitute as the performance standard for the applicable post tenure review period.

Table 3: Expectations for Post Tenure Review

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix 1
- Actively participate in department and college assessment (AOL) activities and participate in implementing changes as determined by department and college AoL faculty.
- Use multiple pedagogies and active learning strategies inclusive pedagogy and high impact practices.
- Develop assignments that provide a practical application of course material.
- Advise and recruit students for the MPAcc Program.
- Achieve a weighted average SRI score, for Question 2 , of no less than 4.5.
- Use Degree Works or other University tools to record details of advising and retention sessions.
- Participate in at least one Majors Fair, Open House, or Graduation Ceremony per academic year.

SCHOLARLY ACTIVITIES

- Satisfy the College's FQ policy for maintaining classification of SA or PA with an approved plan annually.
- Maintain professional licensure, certification, or complete at least 20 continuing professional education hours annually.

SERVICE

- Serve on at least two committees at the department, college or university (or any combination) level.
- Serve in at least one additional capacity for the profession or the community.
- Attend department, CBUS, and other mandatory meetings.
- Serve as chair, co-chair or in a leadership role on at least one committee at any level.

OR

- Serve as director of a center within the university or as a Faculty Senator (and on at least 2 committees within the Faculty Senate)
- Serve on at least one committee at the department, college, or university level not including Faculty Senate
- Attend department, CBUS, and other mandatory meetings

CRITERIA FOR EMERITUS STATUS OF FACULTY

According to MSU Denver's *Handbook for Professional Personnel*, "All faculty who have completed ten years or more of full-time service at the University shall be eligible at the time of their retirement for an emeritus title equivalent to their highest professional rank. Faculty who participate in the transitional retirement program or who continue to teach full-time at the University after retirement are considered to be members of the faculty and therefore are not eligible for emeritus status" (pg. 36). A department chair or any faculty member of the department may nominate faculty for emeritus status.

Once a person is nominated, the Department Chair will substantiate that the nominee has satisfied the University requirements. The nomination must then be endorsed by the majority of the full-time faculty members of the Department and by the Dean of the College of Business, who then will forward the recommendation to the Provost. If the Provost agrees with the nomination, he or she will forward the nomination to the President of the University. If the President concurs, he or she will forward the nomination to the Board of Trustees for final approval.

The benefits for an Emeritus Faculty member are outlined in the *Handbook for Professional Personnel*.

NON-TENURE TRACK FACULTY (CATEGORY II)

Non-tenure track (Category II) faculty (Lecturers, Visiting Faculty, Professional in Residence, etc.) are full-time faculty whose teaching loads may vary based on their scholarly and service activities. Faculty may apply for reappointment by submitting a portfolio at the end of their contract period to the Department Chair as outlined in the Handbook. Reappointment decisions may be granted based on factors such as qualifications, performance, and departmental need. Performance is evaluated through a comprehensive portfolio review of teaching, scholarly activity, and service.

Non-tenure track faculty engaged in service and scholarly activities will have a teaching load similar to that of tenure-track faculty as agreed upon by the Department Chair, Dean, and faculty member. Non-tenure track faculty who do not engage service or scholarly activities beyond those activities that are necessary to maintain their professional qualifications will have a higher teaching load as agreed upon by the Department Chair, Dean and faculty member.

Reappointment guidelines are summarized in Table 4. If faculty members meet the requirements in this table, they will be *candidates to be considered* for reappointment, if applicable.

Reappointment Expectations for Non-tenure track Faculty with scholarly and service requirements

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix A
- Show effective classroom delivery, content, and design, including use of inclusive pedagogy and high impact practices.
- Accurately perform all administrative functions inherent to course delivery (entering grades, responding to grade appeals, maintaining syllabi, etc.).
- Achieve a satisfactory peer evaluation when observed during first year of teaching and implement suggestions of peer observers.
- Achieve a weighted average SRI score, for Question 2, of no less than 4.5.
- Hold appropriate advising hours and use university tools to record advising and retention sessions.
- Actively participate in department and college assessment activities and implement requested changes.

SCHOLARLY ACTIVITIES

- Satisfy the College's FQ Policy to maintain Scholarly Academic (SA), Practicing Academic (PA), Scholarly Practitioner (SP) or Instructional Practitioner (IP) status. FQ classification to be maintain is determined in consultation with the department chair, prior to each contract year.
- Maintain professional licensure, certification, or complete at least 20 continuing professional education hours annually.

SERVICE

- Attend department, CBUS and other mandatory meetings.
- Perform service activities in 2 of the 5 areas (department, college, university, professional, or community).

Expectations for Non-tenure track faculty without service expectations

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix A
- Show effective classroom delivery, content, and design, including use of inclusive pedagogy and high impact practices.
- Accurately perform all administrative functions inherent to course delivery (entering grades, responding to grade appeals, maintaining syllabi, etc.).
- Achieve a satisfactory evaluation when observed during first semester of teaching and implement suggestions of peer observers.
- Achieve weighted average SRI scores, for Question 2, of no lower than 4.5.
- Hold advising hours as required and use appropriate university tools to record advising and retention sessions.
- Actively participate in department and college assessment activities and implement requested changes.

SCHOLARLY ACTIVITIES

- Demonstrate maintenance of currency in the discipline through professional experience within the past 5 years and meet the criteria for classification as IP, SP, SA or PA

SERVICE

- Attend Department and CBUS meetings.

PROMOTION FROM LECTURER TO SENIOR LECTURER

A Lecturer with a total of 6 years of full-time teaching in the Department (at least 3 of which must have been consecutive and at least one of which must have been within 18 months of the senior lecturer appointment) may apply for promotion to Senior Lecturer.

Table 5: Expectations for Promotion from Lecturer to Senior Lecturer

TEACHING

- Meet Basic Faculty Responsibilities, see Appendix A
- Show effective classroom delivery, content, and design, including use of inclusive pedagogies and high impact practices.
- Accurately perform all administrative functions inherent to course delivery (entering grades, responding to grade appeals, maintaining syllabi, etc.).

- Achieve a satisfactory peer evaluation when observed during first year of teaching and implement suggestions of peer observers.
- Achieve a weighted average SRI score of no less than 4.75.
- Hold appropriate advising hours and use university tools to record advising and retention sessions.
- Actively participate in department and college assessment activities and implement requested changes.

SCHOLARLY ACTIVITIES

- Satisfy the College’s FQ Policy to maintain Scholarly Academic (SA), Practicing Academic (PA), Scholarly Practitioner (SP) status with at least one intellectual activity as primary author.
- Maintain professional licensure, certification, or complete at least 20 continuing professional education hours annually.

SERVICE

- Attend department, CBUS and other mandatory meetings.
- Serve as chair, co-chair or in a leadership role on at least one committee at any level.
- Serve on at least 2 committees or task forces for the institution at the college or university level.

Adjunct Faculty (CATEGORY III)

Adjunct Faculty are expected to adhere to all University and Department academic and grading policies and are required to complete all obligations related to the appointment including meeting all scheduled class times, providing contact information in case of emergency, and providing student final grades by the deadline established by the University for each semester.

Reappointment decisions are made on a semester basis and are determined based on factors such as qualifications, performance, and departmental need and budget availability.

Table 6: Expectations for Adjunct Faculty

TEACHING

- Meet Basic Faculty Responsibilities as specified in Appendix A
- Use multiple pedagogies, including inclusive pedagogies
- Include activities and/or assignments that provide a practical application of course material
- Show effective classroom delivery, content, and design, including high impact practices
- Achieve a satisfactory evaluation when observed during first semester of teaching.
Continuing affiliate faculty will be observed once per year
- Implement suggestions of peer observers, as appropriate
- Weighted average SRI scores for question #2 should be no less than 4.5.

- Adhere to the course syllabus & materials distributed by Course Coordinator, Department Chair, or other designated full-time faculty member.

SCHOLARLY ACTIVITIES

- Demonstrate maintenance of currency in the discipline through professional experience within the past 5 years. Faculty normally meet the criteria for classification as IP, SP, SA or PA, however the department chair may as needed retain an affiliate that does not qualify for one of these classifications.

SERVICE

- No requirement.

Appendix A Basic Faculty Responsibilities

Basic faculty obligations

Faculty are expected to:

- Adhere to accepted standards of professional conduct as established by the Handbook.
- Be available by email or phone, as well as for scheduled meetings, during the faculty contractual period as determined by the University, excluding holidays when the University is closed, medical emergencies or other approved leave.
- Use the University's Learning management system for communicating basic course information, at a minimum.
- Prepare a syllabus by the first class, which contains the course description, their grading criteria, syllabus policies and special notices required by law or institutional policy.
- Assure that adequate and accurate records of student performance are maintained; keep these for one calendar year after the end of the semester in which the course was taught.
- Establish, post, and keep a minimum of five office hours weekly during each academic term of the regular academic year.
- Submit grades by the deadline established by the Registrar.