

September, 2011

Procedures and Standards for the Schools of Business  
Accounting and Taxation Area

A. Procedures

1. General Procedures

- a. The procedures of the Area of Accounting and Taxation should be understood as an application of the general provisions of the University Statutes to the particular circumstances of the Area of Accounting and Taxation. All members of the personnel committee that are tenured and of appropriate rank will have access to and are expected to read the candidate's application along with supporting documents. In addition, the area chair will assign one tenured faculty member of appropriate rank to prepare an analysis of the candidate's research, teaching and service. He or she will be responsible for writing up a report including the candidate's area of research, publications, working papers, presentations, proceedings, relevant information on teaching (including teaching evaluations), and service. The assigned faculty member will then discuss the report at the personnel meeting. The faculty member will also be responsible for reviewing the application material to make sure that everything needed in the package is included. The material will be held in the area chair's office for tenured faculty to obtain. All votes by the personnel committee (PC) will be done by secret ballot.
- b. Establishing Procedures  
Procedures are established by a majority vote with a 50% quorum of the area's PC membership present. Future changes to these procedures require the same.
- c. Application Packets  
The applicant must submit four application packets that include: a signed application, curriculum vitae (CV), syllabi, student evaluation spreadsheet prepared in the required manner including all teaching evaluations at Fordham, and research material that the candidate wants considered. Claims that research has been accepted for publication must be documented.

2. Procedures for Tenure Decisions

Outside Reviewers

In the case of tenure and promotion decisions, outside reviewer letters are solicited. By October 1<sup>st</sup> (for tenure applicants), the applicant shall provide: 1) a packet of papers, books, etc. that they want a representative outside reviewer to consider and 2) their CV (in electronic form) to the area chair to aid in the outside reviewer selection process. The CV would presumably be submitted to potential outside reviewers (when requesting their aid) to help the reviewer decide if they can/should do the review. By November 1<sup>st</sup> (for tenure applicants), the applicant supplies

the area chair with: 1) 10 packets, each containing their CV and copies of the papers, books, etc. they want sent to the outside reviewers to help the reviewers determine the impact that the applicant's research has had or is likely to have upon the field and 2) a list of 4 outside (i.e., nonFordham) reviewers (and all relevant contact information such as their address, phone number, e-mail address, and fax number). Also by November 1<sup>st</sup> (for tenure applicants) the area chair along with the area PC members, selects 5 qualified outside reviewers (who have stated that they will do the reviews in the required time). These 5 reviewers are not to be selected by the candidate. They are expected to be unbiased outside reviewers. The area chair gives the list of the 9 (4 from the candidate and 5 from the area chair) outside reviewers (and all relevant contact information such as their address, phone number, e-mail address, and fax number), and the packets to support staff. The support staff sends the 9 packets out, each with the standard letter from the area chair, and keeps one for reference.

When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, he/she must prepare a separate promotion application. These applicants shall signify their intentions to apply for promotion by *April 15<sup>th</sup>* of the calendar year that they are applying for promotion. *Their intentions are signified by providing the area chair with: 1) the references and packets required of tenure applicants by the Contract Renewal and Tenure PC and 2) their CVs and packets as required of tenure applicants by the Contract Renewal and Tenure PC.*

Teaching evaluations spreadsheets shall be included with the applicant's October 1st application. The spreadsheet shall be prepared in the manner specified for tenure applicants by the Contract Renewal and Tenure PC.

The Dean's office will provide the applicant's teaching evaluations to the PC and to the applicant in the standard spreadsheet format adopted by the PC. The standard spreadsheet and notes below the standard spreadsheet should be modified as necessary to completely and accurately reflect all of the applicant's student evaluations since their initial appointment as a full time faculty member at Fordham University. Missing evaluations should be indicated as such. The applicant is invited to audit the evaluations for accuracy and completeness and to aid in improving the spreadsheet's accuracy and completeness.

### 3. Procedures for Promotion to Associate Professor Decisions

All members of the personnel committee that are tenured and of appropriate rank will have access to and are expected to read the candidate's application along with supporting documents. In addition, the area chair will assign one tenured faculty member of appropriate rank to prepare an analysis of the candidate's research, teaching and service. He or she will be responsible for writing up a report including the candidate's area of research, publications, working papers, presentations, proceedings, relevant information on teaching (including teaching evaluations), and service. The assigned faculty member will then discuss the report at the personnel meeting. The faculty member will also be responsible for reviewing the application material to make sure that everything needed in the package is included. The material will be held in the area chair's office for review by the members of the personnel committee.

When the applicant was granted tenure in the same calendar year as he/she is applying for promotion (which requires a new application distinct from the tenure application), he/she may use the tenure supporting materials (including the tenure-related solicited outside letters) in his/her promotion application.

When the applicant was not granted tenure in the same calendar year as he/she is applying for promotion, he/she must prepare a separate promotion application. These applicants shall signify their intentions to apply for promotion by *April 15<sup>th</sup>* of the calendar year that they are applying for promotion. *Their intentions are signified by providing the area chair with: 1) the references and packets required of tenure applicants by the Contract Renewal and Tenure PC and 2) their CVs and packets as required of tenure applicants by the Contract Renewal and Tenure PC.*

Teaching evaluations spreadsheets shall be included with the applicant's October 15<sup>th</sup> application. The spreadsheet shall be prepared in the manner specified for tenure applicants by the Contract Renewal and Tenure PC.

The Dean's office will provide the applicant's teaching evaluations to the PC and to the applicant in the standard spreadsheet format adopted by the PC. The standard spreadsheet and notes below the standard spreadsheet should be modified as necessary to completely and accurately reflect all of the applicant's student evaluations since their initial appointment as a full time faculty member at Fordham University. Missing evaluations should be indicated as such. The applicant is invited to audit the evaluations for accuracy and completeness and to aid in improving the spreadsheet's accuracy and completeness.

#### 4. Procedures for Promotion to Full Professor Decisions

All members of the personnel committee that are tenured and of appropriate rank will have access to and are expected to read the candidate's application along with supporting documents. In addition, the area chair will assign one tenured faculty member of appropriate rank to prepare an analysis of the candidate's research, teaching and service. He or she will be responsible for writing up a report including the candidate's area of research, publications, working papers, presentations, proceedings, relevant information on teaching (including teaching evaluations), and service. The assigned faculty member will then discuss the report at the personnel meeting. The faculty member will also be responsible for reviewing the application material to make sure that everything needed in the package is included. The material will be held in the area chair's office for review.

These applicants shall signify their intentions to apply for promotion by April 15<sup>th</sup> of the calendar year that they are applying for promotion. Their intentions are signified by providing the area chair with: 1) the references and packets required of tenure applicants by the Contract Renewal and Tenure PC and 2) their CVs and packets as required of tenure applicants by the Contract Renewal and Tenure PC. Teaching evaluations spreadsheets shall be included with the applicant's October 15<sup>th</sup> application. The spreadsheet shall be prepared in the manner specified for tenure applicants by the Contract Renewal and Tenure PC.

The Dean's office will provide the applicant's teaching evaluations to the PC and to the applicant in the standard spreadsheet format adopted by the PC. The standard spreadsheet and notes below the standard spreadsheet should be modified as necessary to completely and accurately reflect all of the applicant's student evaluations since their initial appointment as a full time faculty member at Fordham University. Missing evaluations should be indicated as such. The applicant is invited to audit the evaluations for accuracy and completeness and to aid in improving the spreadsheet's accuracy and completeness.

## 5. Procedures for Clinical Reappointment

For clinical reappointments, tenured faculty should be in agreement that the candidate continues to provide productive and valuable contributions in teaching and service in line with the responsibilities and conditions outlined in his/her most recent appointment letter. Since clinical faculty are primarily engaged in teaching, overall teaching evaluations should be favorable. The personnel committee will review course syllabi, quizzes, exams, notes and other relevant course materials provided by the candidate.

### **B. Standards**

#### 1. Standards for Reappointment

The decision to reappoint a faculty member shall be based on demonstrated progress toward and estimated promise of a future favorable tenure decision.

#### 2. Standards for Tenure (Listed in order of relative importance)

- a. Research: The candidate is expected to establish an active and ongoing research program. The personnel committee will consider publication in refereed journals, publication of books and book chapters, presentation of research results at conferences, and other research activity in making this evaluation. Both current research activity and future promise will be considered.
- b. Teaching: Teaching is an important part of the area's mission. The candidate is expected to have received favorable teaching reviews. The personnel committee will consider ways in which the candidate helps students reach their education goals including appropriateness of the course materials, availability to students, and development of new courses or materials.

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- c. Service: Probationary Faculty are expected initially to focus primarily on developing their research and teaching programs. As they become more established in these areas, they should begin to contribute more service to the area, School, University, and public. Past service and the promise of future service will receive significant weight.

### 3. Standards for Promotion to Associate Professor

The standards for promotion to Associate Professor are similar to those for tenure and frequently both decisions will occur in the same year. Consideration for promotion will focus on actual accomplishments rather than future promise.

### 4. Standards for Promotion to Full Professor

Appointments as Professor requires distinguished academic achievement evidenced by outstanding contributions, recognized by scholars within and outside the University, in teaching, research and scholarly publications, and service. Significant time in rank is encouraged.