

**UNIVERSITY OF NORTH TEXAS  
DEPARTMENT OF ACCOUNTING  
Personnel Evaluation Policy  
(Revised and Adopted April 2, 2008)**

The Department of Accounting recognizes that all faculty members should engage in all those activities that enhance the learning environment. All faculty members, regardless of teaching loads, are expected to participate in scholarly and creative activities, and service activities, but the faculty recognizes that it is neither useful nor productive to require all faculty members to have identical workloads. To meet departmental needs, workload mixes have to vary significantly among faculty members; however, evaluation of a wide range of workloads is not easily quantifiable. Therefore, evaluation of faculty performance must rest on subjective assessments by faculty peers of each faculty member's contribution to the Department.

#### **General Procedures**

It is the responsibility of the Department's Chairperson and its Personnel Affairs Committee (PAC) to independently review the performance of each of the Department's faculty member on an annual basis. The evaluations are conducted applying all appropriate University, College, and Department policies.

Each year, a faculty member must submit to the Personnel Affairs Committee: a) a Faculty Annual Update Information Form—a Hero (Faculty Handbook, Section VII – 3) and b) a Uniform Vita and Biographical Data Sheet. Further, faculty must update their records annually in the Sedona database. For all faculty, the department staff provides semester teaching evaluations for the past three years. All of these items are stored by name in a locked file cabinet in the Department's office. Any faculty who do not provide a current Hero and vita nor update his or her records in Sedona is evaluated as "Unsatisfactory" by the PAC and is not eligible to receive merit or market increases for that year.

The Department is required to maintain for all faculty members an archive file of all materials older than three calendar years. Faculty should make every effort each year to update their current (three calendar years) materials and submit to the department staff those items that need to be archived.

Each member of the PAC is provided the workload of each faculty and independently evaluates the activities of the faculty on the following dimensions: teaching, scholarly and creative activities, and service activities based the last three calendar years. In accordance with the procedures in this document, including the dimensions to be considered and criteria to be used, the Personnel Affairs Committee makes a quantitative evaluation of each faculty member's performance in teaching activities, scholarly and creative activities, and service activities and rates each dimension on a scale of 0 to 10 using whole numbers. Then, the PAC meets and reviews the ratings of each dimension for each faculty member.

The PAC then completes a Performance Evaluation Form for each faculty member. A faculty member's rating and workload percentage allocation between teaching, creative and scholarly activities, and service is used to derive her or his weighted overall performance evaluation on a 10-point scale. All of these are combined in an Overall Performance Rating Within Unit number. Based on this result, the following qualitative rating is applied: 9.0 to 10.0 represents an "Outstanding" performance; 8.0 to less than 9.0, a "Very Good" performance; 7.0 to less than 8.0, a "Good" performance; 5.0 to less than 7.0, a "Satisfactory" performance; and below 5.0, an "Unsatisfactory" performance. The PAC Chair prepares an annual narrative statement of performance for each faculty member. Both of the documents (Performance Evaluation Form and narrative statement of performance) are submitted to the Department's Chairperson for review.

The Department's Chairperson performs an independent evaluation of each faculty's performance based on the HERO and the personnel file. Then, the Chairperson reviews the Performance Evaluation Form and the narrative statement of performance submitted by PAC for each faculty member. If there are differences in the evaluations from the two parties, the Department's Chairperson and the PAC Chair meet to seek a consensus on their rating. No performance evaluation letter is issued until the reconciliation process is attempted. If a consensus cannot be reached, both evaluations, along with a narrative statement of performance, are submitted to the Dean with an explanation.

After an effort to reconcile any differences between the PAC and Department Chairs' evaluations, each will provide a narrative statement of performance to each faculty member.

Any faculty member who disagrees with the PAC's or the Department's Chair's evaluation of his or her performance may file a written appeal with the Department's Chairperson outlining the dimension and issues with which he or she takes exception. The PAC meets and reviews the appeal and makes a determination for disposition. If the faculty member does not like the recommendation made by the PAC, he or she can file a written appeal with the College of Business Administration's Dean who makes a determination for disposition.

Based on the Overall Performance Rating, each faculty member is then ranked for merit purposes within the Department. Further, faculty members can view the PAC's ranking of other faculty members in the Department on teaching, scholarly and creative activities, and service.

Prior to transmittal of the Department's Chair recommendations to the Dean, the Chair informs each faculty member of the recommendations relating to him or her. The evaluation documents, including the resulting ranking and the ratings, are forwarded to the Dean and the Provost and Vice President for Academic Affairs.

## Specific Criteria

Quality must be a primary consideration in evaluating the performance in each area; therefore, reliance solely on quantitative or quantifiable factors is both dysfunctional and inappropriate. The following criteria are used to assess performance in each area and serve as an adjunct to, not a substitute for, the individual judgment of each member of the Personnel Affairs Committee.

### TEACHING

Dimensions to be Considered: The following dimensions—classroom performance, maintenance of academic standards, exceptional innovation in curriculum development and design, exceptional student counseling responsibilities, and other teaching-related activities, such as supervision of dissertations, independent study courses, and curriculum development grants—are considered by the Personnel Affairs Committee when evaluating a faculty member's teaching performance. While assessment of teaching performance must be subjective, each member of the PAC examines the following documentary evidence in order to evaluate teaching performance.

Criteria to be Used: The following documentary evidence is examined by each member of PAC to support his or her assessment of each faculty member's teaching performance: record of teaching assignments, student evaluations, grade distributions, syllabi, teaching awards, and other relevant materials as may be determined by the faculty member.

A faculty member who wishes to be evaluated for a) exceptional innovation in course development, b) exceptional counseling responsibilities, or c) other teaching-related activities, such as supervision of dissertations or independent studies course should include a written statement in the Hero document outlining these items. In addition, a written statement by the Department's Chairperson evaluating the work done by the faculty member requesting such consideration may also be included as part of the Hero.

### SCHOLARLY AND CREATIVE ACTIVITIES

Dimensions to be Evaluated: The following dimensions—scholarly and professional publications, research monographs, scholarly books, editorships, reviewer activities, discussant activities and editorial activities, proposals and progress reports associated with long term projects, textbooks, research grants, proceedings and papers presented at academic or professional meetings, working papers, cases and workbooks, participation in workshops and seminars—are considered by the Personnel Affairs Committee when evaluating a faculty member's scholarly and creative activities. Primary consideration is given to the quality, significance, scope, originality, and usefulness of each faculty member's scholarly and creative efforts.

Criteria for Evaluation: Evaluation of faculty scholarly and creative activities requires that each member of the PAC be conversant with the work being evaluated; indeed, each committee member has the responsibility to read each faculty member's work in order to evaluate the quality of those efforts. While each committee member may consider such variables as publication, source and type, or citations and footnotes when evaluating scholarly and creative efforts, quantifiable criteria should not be used as surrogates for faculty judgment.

Since a primary objective of the Accounting faculty is to encourage long-range research projects that could have a significant impact on the discipline, publication cannot be the primary determinant in assessing research efforts. Therefore, faculty members engaged in long-term projects should submit proposals and subsequent progress reports to the PAC for evaluation.

## SERVICE

Dimensions to be Evaluated: The following dimensions—service to the department, college and university, service to professional and academic organizations, and administration—are considered by the Personnel Affairs Committee when evaluating a faculty member's service activities.

Criteria for Evaluation: Criteria used to evaluate service to the department, college, and university include: a) committee assignments, b) special assignments, such as organizing special meetings and conferences or coordinating a workshop series, and c) sponsorship of student organizations. Time commitment is deemed an important variable in assessing these activities and is considered in the evaluation. To assess the time commitment with respect to committee assignments, the PAC considers the nature of the work required of each committee and role of the faculty member on the committee (e.g., chair versus member).

Criteria used to evaluate service to academic and professional organizations are: a) offices held in national and regional academic and professional organizations and b) major committee assignments in the above organizations. Consideration is given to the amount of responsibility assumed in particular committee assignments (e.g., chair versus member) and the amount of time required by the particular committee assignment.