

The criteria for reappointment, tenure, promotion and merit evaluation are given in the faculty handbook and specifically stated in the Department's PTRM Criteria Guideline (See Appendix A). The detailed instructions on how to prepare dossiers are given in the department's "Guidelines for Preparation of Dossiers" (See Appendix B). Please also read the University faculty handbook and the FCSM PTRM policies, procedures, criteria and standards for details. The following sections are devoted to the committee memberships, procedures, policies and important dates in the process of PTRM.

I. COMPOSITIONS OF THE COMMITTEES AND RESPONSIBILITIES

I.1. Rank Committee Membership and Duties

The Department follows the standard procedure: Rank Committees are composed of the members of the Department who hold higher academic rank than the person to be evaluated. The rank committee for promotion to associate professor includes all associate and full professors. The rank committee for promotion to full professor includes all full professors. PTRM committee members cannot serve if they

(a) Election of the chairperson of the PTRM committee

The mandate of the PTRM chairperson is for 3 years. During the academic year prior to the mandate expiration, the department will elect the PTRM chairperson for the next 3-year term.

The election process consists of the following steps:

- The department chair will form the election committee with 3 members.
- Nominations will be sent by email to all the members of the election committee. Nominations may be submitted by any full-time tenured, tenure-track or clinical faculty and each person can nominate only one candidate. The candidate must be a tenured full professor. Self-nominations are not permitted.
- The election committee will ask each person which has received at least 2 nominations if she/he agrees to serve as PTRM chairperson. All persons that have received at least two nominations and that agree to serve as PTRM chairperson will be listed on the voting ballot.
- The election committee will organize the voting.
- All full time tenured, tenure-track, and clinical faculty are eligible to vote. Each person can vote only for one candidate.
- If one candidate receives more than 50% of the votes, that candidate will be designated the chairperson of the PTRM committee. If no candidate receives more than 50% of the votes, the top 2 candidates will participate in a second voting round, and the candidate who receives more than 50% of the votes in the second round is designated as the PTRM chairperson.
- In the event that the above procedure fails (e.g., ties), the election committee in consultation with the department chair will organize a new election.

(b) Duties of the chair of the PTRM committee

- a. Keep members of the department informed of the PTRM process, including:
 - . any changes in university or college policies and procedures, and deadlines;
 - . departmental policies, procedures, deadlines, schedules, etc.;
 - . tabulation of departmental recommendations, and their resolution.
- b. Determine the mechanics and maintain the files for systematically gathering data (classroom visitations, student questionnaires, promotional data folders, etc.).
- c. Be responsible for physically securing the records, and making them available to committee members.
- d. Act as liaison between the Rank/Tenure Committee, the department members, the College PTRM Committee, the University PTRM Committee, and any other authorized concerned group.
- e. Perform other duties which the Rank/Tenure Committee ma

process deadlines.

g. Responsibilities in Tenure:

The PTRM Chairperson shall be specifically responsible for coordinating the department tenure evaluation process by:

- . being aware of who the non-tenured faculty are and helping assure that the Tenure Committee meet tenure process deadlines,
- . coordinating faculty classroom visits of non-tenured faculty,
- . making sure needed forms and other materials (files of non-tenured faculty) are available,
- . preparing the agenda and calling meetings of the Tenure Committee (except the first meeting of each academic year which is to be called by the Department Chairperson),
- . developing and/or updating each non-tenured faculty member's Tenure Calendar Form,
- . preparing a progress report during April of each year outlining the strengths and weaknesses in performance of each probationary appointee as perceived by members of the Tenure Committee,

h. Responsibilities in Reappointment:

The PTRM Chairperson shall be specifically responsible for producing, as recommended by the Tenure Committee, a timely recommendation as to the renewal of each probationary faculty member's contract and to forward the recommendation(s) to the Dean.

I.4. Role of Department Chairperson

The chairperson serves as both an administrator and faculty member, occupying a unique blended position in the department. The chairperson serves as a non-voting member on the rank committee, merit committee and tenure committee. The primary role of the chairperson is to lead faculty and staff colleagues in the department to create an effective and efficient learning organization by

- ensuring that the needs of the students in the programs supported by the department and the general education courses delivered by the department are fully met.
- ensuring continual professional and personal growth of departmental colleagues.
- ensuring active research programs in the department and providing role models for new faculty members
- fostering appropriate change and planning.
- promoting scholarship for advancement of the discipline(s).
- being an advocate for the academic mission, values, and needs of the department, college, and University.
- maintaining and overseeing the standards for completion of program requirements toward graduation.

The chairperson is expected to integrate faculty and administrative functions, engaging in leadership, management, teaching, scholarship and service activities, toward the creation of an effective and efficient academic unit. See Towson Faculty Handbook for more details.

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The Merit Sub-committee for merit evaluations includes all full professors , one representative from the tenured associate professors and one representative from the clinical associate professors. The two associate professors are appointed for a one-year term by the department chair in consultation with the PTRM chair. Some years, it is possible to have in the merit committee two associate professors from the same category (tenured or clinical), if having one in each category is not a viable option. The PTRM committee chair is also the Merit Sub-committee chair.

Duties of Merit Sub-committee

- a. Decide on a yearly recommendation concerning departmental merit for each faculty member of the department.
- b. Review the annual report and the folder containing all documents assembled by faculty members
- c. discuss the performance of the faculty member
- d. compare the faculty member's performance with others in the department
- e. discuss the activity, effort, accomplishments
- f. Following the discussion of a faculty member's performance in each of the areas of teaching, scholarship and service, the faculty member's performance will be rated.

II. PROCEDURES

II.1 Meetings

- Robert's Rules of Order will be followed in all meetings in those situations not covered by this document.
- Seventy five percent (75%) of the eligible members of the committee must be **physically** present for a quorum. **Absent** members who are on sabbatical or on leave are not counted for a quorum. However, they may attend and vote, if they desire, provided they have reviewed the documents and are present for deliberations. **In order to vote, members must be physically present.**
- All tenured committee members shall be informed well in advance of the meetings, including those on sabbatical or on leave. Notification shall be done by an appropriate means to ensure that it is received in a timely manner.

II.2. Voting Procedure

The following voting procedure will be followed for reappointment, promotion, tenure and merit evaluation. All deliberations pertaining to annual faculty evaluations, reappointment, merit, tenure, promotion, and comprehensive review shall be confidential.

- Decisions will be made by the eligible members of the Rank/Tenure Committee or Rank Subcommittee. All voting shall be by secret ballot, signed with the Towson University ID number, and dated by the voting member, and tallied by the committee chair. All decisions made by the committee must be made by a quorum of at least seventy five percent of eligible members; the outcome will be decided by the majority vote. In the case of a tie vote, the case will be reviewed

vote is broken. The committee shall forward a signed, dated report of the results of the vote and the committee's recommendations to the *next level of review*. The secret ballots shall not be included in

and 5 year comprehensive review) contain appropriate information, all documentation shall be submitted in the form of an evaluation portfolio that addresses the professorial role, expectations of faculty in the university, and the faculty member's college and department criteria. The type of review determines portfolio material and process. Evaluation portfolios shall be organized, indexed, and placed in a three-ring binder or submitted as an electronic portfolio. Contents of the evaluation portfolio are determined by type of review and minimally, shall include:

- a. Evaluation portfolio materials for annual review of all tenured faculty must include the following documents:
 - i. completed and signed AR (Annual Report Parts I & II) or CAR (Chairperson's Annual Report I & II) Forms;
 - ii. current *Curriculum vitae*;
 - iii. syllabi of courses taught during the year under review;
 - iv. evaluation of teaching and advising, as appropriate, and including the following:
 - (A) student evaluations tabulated by the office of the department chairperson or an administrative entity other than the faculty member;
 - (B) grade distributions for courses beginning with the year this document takes effect;
 - v. documentation of scholarship and service.
- b. Evaluation portfolio materials for annual review of tenure-track faculty must include the following documents:
 - i. all of the above items listed in 5.a; and
 - ii. peer and/or chairperson's evaluation(s) of teaching signed by faculty member and evaluator.
- c. Evaluation portfolio materials for third-year review of faculty must include the following documents:
 - i. all of the above items listed in 5.a;
 - ii. syllabi of courses taught in the previous two (2) years;
 - iii. student and peer/chairperson evaluations of teaching and advising for the previous two (2) years and the fall semester of the current year; and
 - iv. a narrative statement in which the faculty member describes how he or she has met and integrated teaching, research, and service expectations based on his/her workload agreements for the period under review.
- d. Portfolio materials for full review of faculty for promotion and/or tenure must include the following documents:
 - i. all materials listed above in 5.a and 5.b from the faculty member's date of hire or last promotion; and
 - ii. a narrative statement in which the faculty member describes how he or she has met and integrated teaching, research, and service expectations based on his/her workload agreements for the period under review.
 - iii. summary of advising to be included as part of the narrative statement (self-reflection that describes the number of advisees, method of advisement, is6erra8iate, and including the fol

iii. a reflective comprehensive summary written by the faculty member being evaluated, analyzing the preceding five (5) years of his/ her work in the areas of teaching, scholarship, and service.

f. When external reviews are solicited pursuant to departmental or college promotion and tenure policies, they will remain confidential and will not be made available to the faculty member. These reviews will not be included in the faculty evaluation portfolio, but will be forwarded under separate cover to each subsequent level of review, along with an optional departmental review of the external letters.

II.6. Evaluation of Teaching by peers and students

(a) Procedure of evaluation of teaching by peers

The Chair of the PTRM Committee appoints two Committee members to serve on a subcommittee for the comprehensive review of a faculty member. The subcommittee arranges for and makes classroom observation of reviewee, prepares

II.7 Review of the department PTRM document

The CIS department shall review the PTRM document every three (3) years and submit evidence of such review to the dean of the college and the University PTRM committee.

III. REAPPOINTMENT

The criteria for reappointment are given in the Faculty Handbook and specifically stated in the Department's PTRM Criteria Guideline (see Appendix A).

All tenure-track faculty are evaluated each year of the probationary period for reappointment. The schedule for reappointment activities must adhere to the University PTRM calendar as given in the Faculty Handbook.

1. The recommendation for re-appointment is made by the Tenure Committee.
2. A faculty evaluation dossier of each tenure-track faculty is prepared by the individual with the assistance of a reviewer. The dossier should be prepared as indicated in the Faculty Handbook and the departmental document "GUIDELINES FOR PREPARATION OF DOSSIERS" (see Appendix B for details).
3. The complete faculty evaluation dossier should be available for all Tenure Committee members to review at least two weeks prior to a meeting in which the Tenure Committee will discuss the individual faculty member.
4. A letter containing the actions taken is sent to the faculty member.
5. The faculty member has the option to appeal the decision.

IV. TENURE AND PROMOTION

The PTRM committees follow the university and college guideline. The departmental specific criteria and standards are stated in the Department's PTRM Criteria Guideline (See Appendix A). The required documents and procedure are the same both for tenure and promotion. Please read the College and University PTRM documents for required documents and materials for annual review, 3rd pre-tenure year review, 5th year comprehensive review, and tenure applications. Each committee member individually will examine the materials submitted by each department for faculty members recommended for tenure and/or promotion, and will decide whether to support or deny the recommendations. During meetings of the full Committee, each Committee member will contribute to an open discussion of each candidate.

The Procedure

1. All Rank Committee memb nsr

thereof is detrimental to the institution and/or its students)

ACCEPTABLE: meets minimum/basic expectations satisfactorily

COMMENDABLE: performance noteworthy and goes beyond basic expectations

SUPERIOR: superior performance, such as receiving University or

College teaching awards or significant grants

4. **The outcome will be decided by the plurality vote across the four categories of unsatisfactory, acceptable, commendable, and superior. In the case of a tie vote, the tie will be resolved in favor of the higher category.** Once the votes are tallied ~~a consensus is reached~~ for all three areas, the chair of the Committee will announce the overall merit recommendation for the individual. Any committee member may call for further discussion and another vote if s/he feels the tally does not reflect verbal commentary and evaluation of that faculty member. This reconsideration may occur at any time during the period in which all faculty merit folders are under review, however it must be conducted prior to the First Friday in October. The merit recommendation will be deemed final if no member of the Committee calls for further discussion by this time.

5. The level of merit for which a faculty member is recommended will be based on performance ratings as follows, with one additional consideration, noted immediately below:

No merit: Unsatisfactory in one or more areas or no rating higher than acceptable in all three areas

Merit plus: Superior in one or more areas and commendable in the other areas.

Base Merit: All other contingencies.

To be eligible for Merit plus, a faculty member must go beyond meeting only basic expectations in the area of teaching; i.e., activity, effort, accomplishments, and effectiveness must be evaluated as beyond merely

Faculty members having a 3rd-year review should sign a statement indicating they have read, but do not necessarily agree with, the final review.

improving/modifying policies and procedures regarding Comprehensive Reviews, merit decisions and promotion.

- **The Tuesday before Thanksgiving**
All required documents regarding Comprehensive Reviews, promotion and merit decisions delivered to the College P & T Committee.
- **SECOND FRIDAY IN NOVEMBER**
Documents delivered by the department PTRM chairperson to the Dean's office
- **Third Friday in November.**
Proposed changes in Policies and Procedures of the Rank Committee (i.e., this document) presented to full Department for consideration and vote.
- **First Friday in December**
Department PTRM documents are delivered to the college PTRM committee if any changes have been made.
- **Second Friday in December**
First-year faculty submit an evaluation portfolio for the Fall semester to the department chairperson
- **First Friday in January**
The department PTRM committee reports with recommendations and vote count on all first-year tenure-track faculty are submitted to the department chairperson.

APPENDICES

Appendix A

RM Criteria

The Department's promotion and tenure criteria guideline presented below is supplemental to and consistent with the College and University Tenure Policy. It is not intended to modify or replace the College and University Tenure and Promotion procedures. This document states the philosophy of the Department and the specific standards used by the departmental PTRM committee in making its PTRM recommendations.

(1) Criteria for Tenure

1. **An Effective Teaching Record** is a necessary part of a successful tenure and promotion case. A candidate must demonstrate a commitment to teaching excellence and have a commendable teaching record. Examples of activities considered as teaching include, but are not limited to, the following:
 - teaching effectiveness
 - student learning and achievement
 - course and curriculum development
 - student advising and mentorship
 - authorship of teaching aids and tools
 - course revision
 - course coordination
 - service on graduate project committees

Evidence of success in teaching will be judged using the following materials:

1. Student evaluations: they should be comparable to or better than the department average. Special emphasis is placed on evaluation of the instructor's contribution to the class and the overall quality of the class.
2. Peer evaluations
3. Course/curriculum development
4. Number of undergraduate and graduate projects supervised.
5. Number of master thesis supervised.

2. Scholarly Accomplishments

Accomplishments in research play a central role in tenure and promotion. The Department must determine the relative weight given to various types and forms of scholarly activity, such as grants, journal articles, conference papers and the number of doctoral students supervised. Each candidate's record will be evaluated according to the standards of their area specialty. The Department expects the candidate to participate actively and continuously in research and scholarly contributions to teaching and education. Publication records emphasizing quality will be preferred over records emphasizing quantity. To attain the aforementioned level of quality and productivity in research, it is of paramount importance that junior faculty members publish on average one or two papers in reputable conferences and/or journals per year continuously. The quality of their papers will be judged by conference/journal recognition and the acceptance rate. The quantity and quality of unpublished working papers, manuscripts, and grant proposals are important elements in assessing a person's continuing commitment to scholarly activities.

It is worth pointing out that a strong research record in terms of journal publications plays an important role in a successful tenure and promotion case beyond the Department level. Effort at applying for external funding is strongly encouraged and success in attracting external funding is extremely significant. The department has large graduate programs. Master thesis and doctoral dissertation supervision is considered part of the scholarship activities.

3. Service

All candidates are expected to become involved in the Department, College and University operations by serving in various capacities (for example, on committees, boards, panels, task forces and commissions). Voluntary participation in the Department, the College and the University activities such as Commencement, Open house, and Destination Towson is strongly encouraged. Although there is a reasonable limit to the extent of involvement (to be managed by the Department Chair), it is not unreasonable for these tasks to occupy an average of 5-15 percent of a faculty member's time.

The expectations of the Department for tenure track faculty members are (i) responsible citizenship in the Department, including participation in certain departmental committees, and (ii) professional service that contributes to academic accomplishment (for example, refereeing articles and manuscripts, seminar participation, running seminar series, etc).

4. Collegiality is an integral part of a faculty member's professional career. Collaboration and constructive cooperation are important qualities when considering promotion and tenure. Criteria for evaluating collegiality may include, but are not limited to, the following:

- projecting a positive attitude and interacting positively with colleagues
- treating others with respect
- helping to make the Department a productive and friendly environment

(2) Criteria for Promotion

Promotion to Rank of Associate Professor

Promotion to the rank of Associate Professor requires a record of satisfactory or better performance in all three categories of professorial activities. In addition to excellence in teaching, a candidate must also demonstrate a record of distinction in research and active engagement in service.

1. Effective performance in teaching shall be evidenced by a consistent pattern among various indicators such as

- student evaluations showing above average or better scores
- peer ratings showing above average or better ratings of teaching content and classroom performance (based on direct observations)
- written comments from students
- evidence of supervision of student research

- publication of an authored or edited book
 - service on study sections or review panels of grant agencies
3. Satisfactory performance in service is demonstrated by a record of good citizenship in the Department and in the college by serving on departmental, college, and university committees consistent with one's rank and experience.

Distinction in service to the university should be indicated by service that is beyond that expected in the typical duties of an associate professor:

- chairing a college and/or university committee
- serving in another administrative role in the department or college beyond the typical duties of an associate professor
- serving on a committee member in a national or international organization
- serving as an officer or board member in a state, regional, national, or international organization
- serving on an accreditation committee of recognized accreditation body

The candidate should demonstrate substantial commitment to and involvement in institutional service beyond the Department. This includes service to the College, the University and to the profession. The Department also expects the candidate to demonstrate leadership in the Department. This leadership may include the mentorship of junior faculty, efforts to attract new faculty to the Department, and increasing the visibility of the Department and other administrative responsibilities.

External evaluation letters are required for promotion to professor. In general, external evaluators should not be current or former mentors, students or collaborators within the past five years, nor should they pose other significant potential conflicts of interest. Candidates may also submit names of those persons that they prefer not be asked to write an evaluation. The dept will follow the university and college guidelines.

APPENDIX B

GUIDELINES ~~for the Department~~ **GG.02 02 2 re** ~~WB/F12 Tf1 02 re~~ ~~nBfT~~ ~~WB/F2305 23.8~~ ~~m(GI 01 10 20~~ ~~Tm(GGJT~~

designated. The term “in rank” applies to the current rank while at Towson, unless credit is granted during the time of hiring – in terms of number of years – for a prior employment at the same rank.

In evaluating the Candidate's record, the emphasis will be on assessing the quality of work. It is incumbent upon the candidate to document the quality of his/her records and to provide supporting evidence whenever appropriate.

Most listings should be in reverse chronological order and may be classified into the following categories:

Evidence of Effective Teaching

- Include students’ comments and evaluation scores
-

- If a paper is accepted by abstract only, it should be indicated.
- Acceptance rate of the conference should be provided if available.

Books and Book Chapters

-

- Award letters (e.g., for being elected as a fellow for a professional organization)
- Acknowledgement of participation as an official in a professional organization
- Letters of invitation/acknowledgement/support/thanks from community/industry

APPENDIX C: COMPUTER & INFORMATION SCIENCES DEPARTMENT

CLASSROOM VISITATION RECORD

Class visited: _____

Instructor: _____

Date of visit: _____

Signature of visitor: _____

Please rate the following statements on a scale of 1 to 5.

5 – VERY GOOD

4 – GOOD

3 –