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DEPARTMENT OF FINANCE P&T POLICIES AND PROCEDURES

I. STATEMENT OF INTENT

This document describes the detailed processes used by the Department of Finance in all areas of evaluation for promotion, tenure, reappointment, merit, one-year and five-year comprehensive reviews. Any subsequent changes to this document should be approved by the department and submitted to the CBE PTRM committee by the Friday in December and the revised document to be submitted to the University Promotion, Tenure/Reappointment, and Merit (PTRM) committee by the second Friday in February. Any approved version of this document shall come under automatic review within three years of the most recent approval or can be subject to revisions as needed at any time earlier than the automatic review deadline.

II. DEPARTMENTAL COMMITTEE COMPOSITION

A. PTRM COMMITTEE :

The department PTRM Committee considers issues related to promotion, tenure, reappointment, merit, and five-year reviews and submits its recommendations to the CBE PTRM committee in accordance with the University calendar.

1. Composition

- x The PTRM Committee shall consist of all tenured members of the department.
- x The department chairperson shall not be a voting member of the department PTRM committee(s).
- x Persons on leave or sabbatical are eligible to vote on issues before the committee provided that they attend all PTRM Committee meetings related to the candidate(s).
- x Two thirds of the members of the committee need to be present in order to establish a quorum for meetings

2. Committee Duties

- x The PTRM Committee makes recommendations to the CBE PTRM Committee and the Provost on issues of promotion, tenure, merit, reappointment, third year reviews and five year comprehensive reviews of faculty members.
- x The Committee supervises the formation of rank committees as required.
- x The Committee shall evaluate the quality of the scholarship of the candidates for tenure, promotion or merit. In its determination, the Committee shall utilize the documentation provided by the candidate as well as it can independently rely on journal rankings, acceptance rates, number of citations received, and external opinions of recognized scholars in the field.

3. Duties of the PTRM Committee Chairperson

accordance with these two policies, following is a set of basic activities that the University expects of faculty members in all departments:

- x A faculty member is committed to collegiality and academic citizenship, demonstrating high standards of humane, ethical, and professional behavior.
- x A faculty member is primarily concerned with excellence in teaching.
- x A faculty member meets classes as scheduled and is available for advising and consultation through office hours.
- x A faculty member supports the mission, strategic plan, and programs of the department, college, and university.
- x A faculty member is committed to a discipline or interdisciplinary specialty and is committed to continuing professional development and scholarly growth.
- x A faculty member shares the responsibility of university governance and participates each year in the faculty evaluation process.

B. EVALUATION PROCEDURES

1. Notification. Faculty members applying for promotion and/or tenure shall notify **their** Department chairperson in writing by the third Friday in September of the academic year preceding the academic year in which they intend to submit material for promotion and/or tenure.

2. Quorum. All voting members of the Finance Department ~~PTM~~ Committee shall be present

4. Voting. During meetings of the full department PTRM Committee, subject to the quorum conditions above, a vote shall be taken on each departmental recommendation. This vote shall be considered final if a majority of the members present for the deliberations agree. There will be no tie votes. All votes regarding tenure, promotion, reappointment, merit taken by the Committee shall be by secret ballot, signed with the Towson University ID number and dated by the voting member and tallied by the Committee chair. No Committee member shall abstain from a vote for tenure or promotion unless the Provost authorizes such abstention based for good cause, including an impermissible conflict of interest.

C. FIRST YEAR FACULTY REAPPOINTMENT

1. Each faculty member must prepare a portfolio describing their accomplishments for the first semester. The evaluation portfolio must include (1) Standards and Expectations of New TenureTrack (SENTF) form. (Appendix C), (2) peer evaluations of teaching and documentation of scholarship and service activities, (4) syllabi of current courses, and (5) a reflective summary of teaching, scholarship, and service. This evaluation shall be conducted and completed by the third Friday in January.

2. The Departmental PTRM shall prepare a written report (including vote count) for each recommendation specifically discussing each candidate's teaching, service and scholarship.

3. The Department Chair may prepare an independent recommendation on reappointment.

4. All Committee recommendations shall be conveyed in writing to the faculty member and the CBE Deanno later than the third Friday in January.

5. Negative recommendations shall be delivered in person unless infeasible, not in a timely manner, in which case the notification shall be delivered to the faculty member's home.

6. Standards for Evaluation for Tenure, Promotion, and Merit

D. STANDARDS FOR EVALUATION FOR TENURE, PROMOTION, AND MERIT

1. Teaching and Advising

Teaching takes a variety of forms, including but not limited to, the use of technology or classroom-based research to improve teaching, the development of new courses and programs, faculty exchanges and teaching abroad, and involvement in online learning.

The primary purposes of faculty academic advising are to assist students in the development of meaningful educational and career plans that are compatible with their life goals. Faculty advising can also take the form of mentoring colleagues in effective teaching or academic advising as well as mentoring student scholarship (e.g. independent study projects or theses).

1) Evaluation of teaching by students. Student evaluations of instruction are a required part of the evaluation of faculty. Such an evaluation is one kind of assessment and should be considered in concert with all other measures of teaching effectiveness. Tenured and probationary faculty shall be evaluated by students for all courses taught, every semester, inclusive of the summer semester.

2) Evaluation of teaching by peers. Classroom visits are encouraged for the purposes of professional growth and are required when the faculty member is being considered for rank advancement, tenure, comprehensive-five year review, three year review or reappointment. A minimum of two peer observations shall be conducted per review period. The department PTRM Committee will approve the peers selected for the review. Advance notice of at least one week of the peer observation shall be given to the faculty member.

3) Self-evaluation of teaching and/or advising effectiveness by faculty being evaluated for promotion and/or tenure, three year reviews, or comprehensive five year reviews, shall include a narrative statement about individual teaching and/or advising philosophy and an interpretation of student and/or peer/chairperson evaluations.

4) Remediation plan. In the event that a faculty member has consistently unsatisfactory student or peer evaluations of instruction, the department chairperson shall develop a remediation plan in consultation with the faculty member. The plan may include mentoring, additional classroom visitations, participation in appropriate university and college developmental workshops, and/or counseling for improvement of teaching effectiveness. A plan shall be developed regardless of the rank and/or tenure status of the faculty.

Standards for Advancement to Tenure and

the CBE PTRM Committee, and the College Dean. A record of the vote count shall be forwarded to the CBE PTRM Committee and the Dean of the College of Business and Economics. Negative recommendations shall be delivered in person by the department chair to the CBE PTRM Chair.

H. MATERIALS REQUIRED FOR SUBMISSION BY THE DEPARTMENT AND THE FACULTY CANDIDATES

1. Materials Required from the Department

The department should provide all working documents approved by the University PTRM Committee under which the department currently operates.

The department should provide the CBE PTRM Chair with a summary spreadsheet report that includes the following information:

- x A list of names of all faculty candidates recommended for promotion by professorial rank.
- x A list of names of all faculty candidates recommended for tenure.
- x A list of all faculty members recommended for reappointment
- x A list of all faculty members recommended for merit
- x A list of all faculty members subject to comprehensive three-year reviews.
- x A list of all faculty members subject to comprehensive five-year reviews.
- x Vote counts for all the above recommendations

2. Materials Required from Faculty for Promotion and/or Tenure

Faculty candidates applying for promotion and/or tenure should provide the materials listed below arranged in the following sequence and placed in two three-ring binders with each section separated and indexed with tabs. It is the responsibility of faculty to ensure that the documentation they provide in the two binders is complete and in full compliance with the requirements of the department and CBE PTRM Committee and the University as outlined below. In the event incomplete documentation is submitted, the CBE PTRM Committee may choose not to consider the candidate's application for promotion and/or tenure for the academic year.

The first dossier in a three-ring binder should include the following:

1. Current curriculum vitae
2. & X U U H Q W \$ 5 \$ Q Q X D O 5 H S R U W R U & \$ 5 & K D L U S H U
3. Syllabi of current courses.
4. Evaluation, as appropriate, of teaching for the most recent five-year period.
5. Grade distributions by course for the most recent five-year period
6. Peer Evaluations.
7. Full-text copies of peer-reviewed scholarship for the most recent five-year period. For forthcoming articles, a letter of acceptance from the editor of the journal should be included along with a copy of the article.

2. THREE YEAR REVIEW

Each tenured faculty member will undergo a three year review. At the conclusion of the fall semester, the PTRM Committee shall conduct a Three Year Review of tenure track candidates. The intent of the evaluation is to assess progress toward tenure and to advise and mentor the faculty member. This includes providing assistance where issues or shortcomings in the candidate have been identified and encouragement where progress is deemed satisfactory or exemplary. The PTRM Committee will forward recommendations to either the College PTRM committee or the Provost.

3. PROMOTION

A faculty member who will be eligible for promotion consideration in the following year by a Rank Committee shall request that he/she be considered for promotion by submitting a completed Consideration for Promotion Form (Appendix D) to the PTRM Committee Chairperson by the second Friday of the Spring semester so that application is being made one semester in advance. A faculty member may be considered for promotion by the appropriate Rank Committee during the final year in which he/she is completing the minimum number of years required for promotion and each year thereafter. P&T materials from all years that a faculty member is in current rank shall be used in the evaluation.

1. The minimum years in rank for promotion to associate and full professor for faculty holding a tenured appointment are five years. Generally, faculty may apply for promotion at the end of the fourth year; review of teaching and scholarship takes place in the fifth year; if successful, promotion takes place in the sixth year.
2. Faculty appointed as entry level assistant professors, in tenure track appointments, are six years in a probationary appointment and promotion & tenure at the end of the fifth year, reviews often occur in the sixth year, and, if successful, tenured appointment begins in the seventh year.
3. μ (DUO \ SURPRWLRQ \ LV VWURQJO \ GLVFRXUDJHG DQG μ PHULWRULRXV \ FDVHV LQ ZKLFK LQGLYLGXDOV WUXC areas of teaching, scholarship, and service.
4. Generally, credit toward promotion & tenure, which abbreviates the years in rank, can be recommended by Deans and chairpersons and granted by the provost at the time of employment with the university based on years of relevant experience at another university and/or qualifying experience. This credit for years in rank then becomes part of the faculty member's record at the University.

4. TENURE

Faculty members who are eligible for tenure consideration must express their intent in a letter to the chairperson of the PTRM committee by the first Friday in September in the year prior to

the evaluation year. The letter requesting consideration for tenure should be accompanied by a faculty dossier containing relevant P&T materials.

5. DEPARTMENTAL MERIT

Each faculty member shall be evaluated annually by a merit committee for a departmental PHULW VDODU\ LQFUHPHQW 7KH PHULW GHFLVLRQ VKDOO in the three areas of teaching, research, and service.

6. FIVE-YEAR COMPREHENSIVE REVIEW

Each tenured faculty member will undergo a five-year comprehensive review. The five-year review is due five-years from the last formal review. The five-year review is conducted by the UDQN FRPPLWWHH DQG LV EDVHG RQ WKH are and of Teaching, HPEH research, and service during the most recent year.

- d. Further visitations of a ~~not~~tenured faculty member's classes may be made ~~either~~ at the faculty member's request with the PTRM Committee Chairperson or when the PTRM Committee believes that it needs further data.

2. GENERAL PROCEDURES APPLICABLE TO ALL

- a. A ~~one-week~~ notification of the specific ~~two-week~~ period during which the visitation will take place is mandatory.
- b. The faculty member to be evaluated shall provide the evaluator with the syllabus and any other pertinent material, and the material is ~~submitted~~ as part of the visitation process.
- c. The evaluator observes the evaluated faculty member for part or full meeting time of the class session as he/she sees fit.
- d. The evaluator completes and signs a standard Peer Visitation Report ~~Appendix E]~~ based on data collected from the provided materials and the classroom visit. The evaluated faculty member also signs the form to acknowledge its completion. The evaluator shall provide one copy of the completed form to the evaluated faculty member, ~~one~~ copy to the faculty member's P&T materials and one copy to the department chairperson. The evaluation report must be distributed within two weeks after the visitations become a permanent part of the P&T file.
- e. If the faculty member's performance is ~~judged~~ to be unsatisfactory, he/she shall be so informed. The evaluated faculty may request an additional visit to rectify the deficiency. Unless the evaluated faculty declines such right of additional visit, no unsatisfactory report alone shall be ~~considered~~ during any deliberations of a P&T Committee. The faculty member has the option of requesting the chairperson of the department P&T committee to appoint another evaluator. A ~~followup~~ visit shall be made within one month. If improvement has ~~occurred~~ on the ~~followup~~ visit, a new report shall be added to the original one in the faculty member's P&T materials.
- f. The evaluated faculty member may request a hearing before the complete Rank or Tenure committee, as appropriate, to present arguments ~~and~~ additional information relevant to the evaluation report. The hearings must be scheduled and conducted by the committee chairperson, and recorded and made part of the P&T record. The request for a hearing must be made within two weeks of the ~~latest~~ meeting with an evaluator.

D. STUDENT EVALUATIONS

1. All faculty, full-time and ~~part~~time, will be evaluated by students each semester in all courses during the last four weeks of each semester

V.

A. PTRM COMMITTEE: REAPPOINTMENT DELIBERATIONS

1. CRITERIA FOR REAPPOINTMENT

The criteria for reappointment are those itemized in Section III, Faculty Standards and Expectations. Positive reappointment recommendations are based on progress toward and the likelihood of meeting the standards for a positive tenure recommendation.

2. PROCEDURES FOR REAPPOINTMENT DELIBERATIONS

After the process of deciding on tenure recommendations/recommendations is complete, the PTRM Committee shall then discuss and decide on reappointment recommendations/recommendations for those persons eligible for contract renewal. The same overall procedure that is used for tenure deliberations (see below) shall be followed in evaluating candidates for reappointment.

B. TENURE COMMITTEE: THREE YEAR COMPREHENSIVE REVIEW DELIBERATIONS

1. DOCUMENTATIONS BY CANDIDATE

The candidate under review shall provide to the committee a minimum the following documentation (See also Section III.H.3 on page :15)

- a. Completed and signed AR (Annual Report Parts I & II) Forms;
- b. Current Curriculum Vitae
- c. Syllabi of courses taught during the years under review
- d. Evaluations of teaching and advising, as appropriate, and including the following:
- e.

- b. Must provide guidance for the improvement of the evaluation portfolio in the event of a satisfactory or unsatisfactory rating.

The following three level scale is to serve as a general guideline for the review:

- a. Superior progress. Requirements include excellence in teaching / advising, excellence in scholarship, and meeting department standards in service.
- b. Satisfactory progress. Requirements include progress towards excellence in teaching and scholarly productivity with satisfactory service as determined by the department. This ranking indicates that the department has determined that progress towards tenure is satisfactory but improvements are needed.
- c. Not Satisfactory progress. This evaluation requires change by the faculty across one or more dimensions. This essentially means that

2. PROCEDURES FOR PROMOTION DELIBERATIONS

Faculty members to be evaluated for promotion are evaluated in three major categories: teaching scholarship and service.

- x Committee deliberations are closed.
- x All rank committee decisions are made by a secret ballot signed with the Towson University ID number and dated by the voting member and tallied by the Committee chair.
- x A majority of those voting is necessary for a motion to carry.
- x The Rank Committee Chairperson shall have the option of setting up procedures for clarifying information on the candidates for promotion.
- x In the event of a tie vote, the committee shall submit a letter to the CBE PTRM Committee providing descriptive comments from both sides.
- x In addition, copies of the letter of recommendation shall be sent to the Department Chair, the Dean RI WKH & ROOHJH RI %XVLQHVV DQG (FRQRPLFV D

3. COMMUNICATION OF PROMOTION DECISIONS

Within two weeks from the time of the Rank Committee's decision or by the end of Friday

2. PROCEDURES FOR TENURE DELIBERATIONS

The PTRM Committee shall first complete the process of discussing and deciding on tenure recommendations/no recommendations for those persons eligible for tenure and shall then discuss and decide on the granting of reappointment/appointment for those persons who are not yet eligible for tenure. Faculty members shall be evaluated in three main areas: teaching performance, scholarly growth and service.

- x Committee deliberations are closed.
- x All rank committee decisions are made by a secret ballot, signed with the Towson University ID number and dated by the voting member and tallied by the Committee chair.
- x A majority of those voting is necessary for a motion to carry.
- x The PTRM Committee chairperson shall draft a letter in consultation with the other members of the committee.
- x In cases of support or decline of promotion with majority votes, the PTRM Committee Chairperson sends a letter to the CBE PTRM Committee.
- x In the event of split vote, the committee shall submit a letter to the CBE PTRM Committee providing descriptive comments from both sides.
- x In addition, copies of the letter of recommendation shall be sent to the Department Chair, the Dean RI WKH & ROOHJH RI %XVLQHVV DQG (FRQRPLFV D

3. COMMUNICATION OF TENURE DECISIONS

Within two weeks from the time of the Rank Committee's decision or by the end of Friday in October, the Committee Chairperson shall send each evaluated faculty member a letter providing the recommendation/no recommendation for promotion and vote count. the OHWWHU FDQQRW EH KDQG GHOLYHUHG WR WKH FDQGLG FHUWLILHG PDLO WR WKH FDQGLGDWHV KRPH

4. LETTERS OF RECOMMENDATION

Upon completion of the PTRM Committee meeting, member(s) of the committee may volunteer or shall be appointed by the Committee Chairperson to make an initial draft of the letter of recommendation. This letter shall contain an evaluation of the candidate's strengths in the three areas of evaluation as provided by committee members in their descriptive comments. Copies of the initial draft shall be distributed to committee members for feedback and changes prior to the final submission to the CBE PTRM Committee. The final letter shall be typed on University letterhead stationery and signed by all Chairperson of the PTRM committee.

E. DEPARTMENTAL MERIT DELIBERATIONS

1.

MERITORIOUS:

A faculty member is deemed to have meritorious teaching if the faculty member has met two or more of the following:

- a. Strong quality instruction as measured by student evaluations which rely, but not solely, on simple average of the main evaluation metrics compared to other department evaluation ratings
- b. Revising course content to reflect the timeliness and appropriateness of the subject (e.g., adopted new text, introduced new cases or computer exercises, projects)
- c. Attendance at a professional development workshop (e.g., new teaching methodologies, use of information technology, etc.)
- d. Advised students as required by the department with positive feedback.
- e. Contributions to the development of pedagogy.
- f. Unsolicited letters from students or alumni
- g. Receiving

ACCEPTABLE:

- a. Evidence of developing a research agenda either independently or with colleagues.
- b. Meeting or demonstrating satisfactory progress towards meeting the CBE standards.

MERITORIOUS

A faculty member is deemed to have meritorious research if the faculty member has met any one or more of the following in the most recent academic year

- a. Maintaining CBE scholarly standards
- b. Provided evidence of ongoing scholarly work whether that work has been published, is pending publication, or reflects evidence of significant manuscript development such as data collection, literature review, data analysis, etc
- c. Provided evidence of other forms of intellectual contributions, such as, but not limited to reviewed conference paper presentations, proceedings, editorial responsibilities for a quality peer reviewed journal grant submission, etc
- d. receipt of an internally-funded grant or award (e.g., faculty exchange, faculty development/departmental enhancement, summer migrants, faculty research grants, assigned time, summer stipends)
- e. A department chair returning to the faculty will be deemed as meeting the Meritorious Research requirement for the first two years.

OUTSTANDING

A faculty member is deemed to have outstanding research if the faculty member has met any one of the following in the most recent academic year:

- a. Publication of peer reviewed article(s)
- b. Revisions of under review manuscripts DW MRXUQDOV OLVWHG E\ WKH \$XV Council or considered significant by the department.
- c. Scholarly research book published by a major international or national publisher
- d. Textbooks in discipline published by a major international or national publisher
- e. Conference proceedings of international or national stature
- f. Chapter in a peer reviewed research book.
- g. Substantial research grant or contract.
- h. Writing the first edition of a discipline based textbook
- i. Major editorial responsibilities for a refereed journal or book of readings.

Section III: Service

We define the standards for Acceptable, Meritorious and Outstanding service below. Anyone not meeting the Acceptable standards will be qualified as Unsatisfactory

ACCEPTABLE:

- a. Service as a contributing member on at least one department or college committee

MERITORIOUS

- a. Service as a contributing member at least one department college committee AND one or more from the following list:
- o Review manuscript(s) for a peer review journal or conference
 - o Serve as an office holder for a professional organization.
 - o Discuss or chair at a national or professional conference
 - o Advise a student organization
 - o Review work for publisher
 - o Mentoring new faculty

2. PROCEDURES FOR DEPARTMEO15 TJ ET 293.93 0 0 1 104.18TAL MERITLI-3(B)-2(ORAT

VII. APPENDICES

APPENDIX A: TOWSON UNIVERSITY PROMOTION, TENURE/REAPPOINTMENT, AND MERIT CALENDAR

First Friday in May

The Finance Department PTRM Committee is constituted of all tenured members of the Department. The Department Chair will serve as a voting member of the Committee. Persons on leave or sabbatical may vote on issues before the Committee if they wish. Any vote requires a quorum (two thirds of the tenured faculty present).

Third Friday in June

All Departmental members must submit an evaluation portfolio to the Department Chair. This evaluation portfolio should consist of the relevant items described in Section 8.10 of the PTRM Standards and Procedures.

If a faculty member has a negative comprehensive review (one year, three years, or five years), they must have final approval of the Department Chair and for their written professional development plan.

August 1

D. First year faculty must finalize the Statement of Standards and Expectations for New Tenure Track Faculty (SENTF). Refer to SENTF Form Appendixed to the ART.

Fourth Friday in September

Department Chair notifies faculty, Dean D Q G 3 U R Y R V W R I D Q \ ' H S D U W P H Q W P apply for promotion an/or tenure the following academic year.

Criteria for faculty promotion, tenure and merit will conform to the requirements of the PTRM Procedures and Standards Section 5, a. teaching, b. scholarship, c. service, and d. F R O O H J L D O L W \ ' H S D U W P H Q W will include both the above criteria and their performance as an administrator.

Second Friday in October

Department PTRM Committee Chair submits to the Department Chair recommendations and vote counts on applications for merit, promotion and/or tenure.

Fourth Friday in October

' H S D U W P H Q W & K D L U \ V Z U L W W H Q H Y D O X D W L R Q V I R U D O O L applications, and five-year U H Y L H Z V D U H D G G H G W R H D F K I D F X O W \ \ V H

% R W K W K H & K D L U \ V H Y D O X D W L R Q V I R U D O O L Recommendations and vote counts are conveyed to the individual faculty member.

Appeals must be written and made within 21 calendar days of the date the negative decision is delivered. The procedure for appeals is detailed in Section V of ART.

Second Friday in November

) D F X O W \ P H P E H U \ V H Y D O X D W L R Q S R U W I R O L R V L Q F O X G L Q counts) are forwarded to the Dean \ V 2 I I L F H

November 30th

The Dean notifies the Provost in writing of reappointment and nonreappointment recommendations for tenure track faculty in their second or subsequent academic year of service.

APPENDIX B: ANNUAL REPORT (AR)

I. Reporting on Activities for Academic Year

From June 1,		Through May 31,	
--------------	--	-----------------	--

General Information

--

III. Scholarship (attach corroborative material where appropriate)

Percentage of workload:	
-------------------------	--

--

Correlation Statement

If your productivity did not match your projections for academic year ~~XXXXX~~, please explain.

--

IV. Service (indicate any of these activities which are part of your workload)

Percentage of workload:	
-------------------------	--

Institution:	
Discipline:	
Community:	

Correlation Statement

If your productivity did not match your projections for academic year ~~XXXXX~~, please explain.

--

ANNUAL REVIEW (AR)
Part II

AGREEMENT ON FACULTY WORKLOAD EXPECTATIONS FOR ACADEMIC YEAR
June 1, XXXX-May 31, XXXX

I. Teaching

Percentage of workload:	
-------------------------	--

A. List all of the regular classroom teaching assignments planned for the ~~XXXXXX~~ academic year.

--

B. Non-classroom assignments which will be part of your regular teaching assignment (i.e., coaching, directorships, supervision of student teachers) for the XXXX -XXXX academic year.

--

C. New instructional procedures which you plan to introduce this year (special projects, new courses and/or materials). Also include interdisciplinary, diversity, international, and new technology projects, if appropriate.

--

workload:

In this section, list specific departmental expectations of all faculty -- such as advising; maintaining academic standards; service on department committees; filing of syllabi, exams, and class records; how "themes" or "topics" courses are approved; any special rules about multi-section, multi-instructor courses; and special rules about teaching assignments (such as balance of lower and upper division courses, and time of teaching assignments consistent with needs of the department).

- IV. An overall performance evaluation, supported by the Faculty Annual Report (AR), peer evaluations, and student evaluations will be the basis for all recommendations of merit increments, reappointment, promotion, and tenure. The quality of all activities teaching, scholarship, and service is assessed by the department committees and the college committee in arriving at recommendations.
- A. Non-tenured faculty members will be formally evaluated each year during the probationary period. An important part of this evaluation is the classroom observations by tenured faculty members. Each classroom observation is followed by the submission of a written evaluation, to the faculty members observed and to their P&T file.
- B. All faculty members are subject to an annual evaluation by the appropriate departmental committee(s) for purposes of recommending promotion and/or merit increment. All promotion and merit increment recommendations will be based on meritorious performance appropriate to the faculty member's rank. The following will be considered in this evaluation:
1. Excellence in teaching, as evidenced by peer evaluations (including classroom observations; review of syllabi, textbooks, examinations, and other materials; review of grading standards and procedures), student evaluations, and advising activities.
 2. Scholarly activity and professional growth, as evidenced by publication of books, articles, reviews, [optional depending on department: "poetry and

4. Service to professional societies (Statewide, regional, national, or international) in the discipline or in higher education, though such service will not be expected of all faculty members. Service might include holding office, chairing, or serving on a committee, organizing a conference, etc.
5. Service to the community, though such service may not be expected of all faculty members and will not be regarded as a substitute for service in the university.

V. Probationary Period

The probationary period shall be that stipulated in the faculty member's letter of appointment. Normally, and unless stated otherwise in the letter of appointment the

which contract begins (e.g.,
September 1995)

Area(s) of specialization ~~List~~ specialization(s)
for which faculty member
was hired

B. Assignments

1. Teaching

List the range of courses the faculty member will be expected to teach; include where appropriate the mix of graduate, upper and lower division, etc.

to the promotion and tenure and merit policies, and will be incorporated into an annual agreement on faculty workload expectations.

SIGNATURES:

Faculty Member

Date

Department Chairperson

Date

Dean

APPENDIX D: CONSIDERATION FOR PROMOTION FORM

To: Tenure Committee Chairperson

Subject: Evaluation for Promotion

Please be advised that I wish to be considered for promotion by my Rank Committee during the fall deliberations of the next academic year. Being submitted on or before the second Friday RI WKH VSULQJ VHPHVWHU , DP SURYLGLQJ RQH VHPH consideration for promotion. I also reserve the right to be evaluated for promotion in subsequent years.

Signed _____

Date _____

APPENDIX E: PEER VISITATION REPORT

DEPARTMENT OF FINANCE

Faculty member visited

Visited by _____ Date

Course title and number

Please provide written comments in the space below. Be complete and concise.

I. Course Content: Evaluate the syllabus, examinations, instructor knowledge, ability to illuminate difficult points, and instructor ability to handle questions from the class.

II. Pedagogy: Evaluate the teaching methods in the area of ~~teaching~~ techniques, and teaching method relative to other courses, and other sections of the same course.

2. Committee Chairperson's responsibilities:
 - a. Inform all committee members of meeting dates in accordance with established timetable and provide the names of persons being considered for reappointment, tenure, promotion, and merit.
 - b. Evaluate all P&T materials of candidates.
 - c. 3 URYLGH D VXPPDU\ RI WKH FRPPLWWHH PHPEHUV¶ FR
 - d. Conduct all P&T deliberations.
 - e. Notify each candidate for departmental merit
 - (1) verbally of his/her failure to receive a recommendation for departmental merit from the Tenure Committee.
 - (2) in writing and within one week after the meeting at which a recommendation S-11(e)4

development of the professionally trained, liberally educated, enlightened citizen. These goals are enumerated under the rubrics of faculty, student, curriculum, and administration.

FACULTY

1. To select and hire, without regard for race, color, and creed, qualified faculty members to meet the general and special course and ~~concerns~~ ^{counsel} needs of the student body.
2. To preserve the established Workload Policy of the department ~~Appendix H]~~ ^{Appendix H]} which contains provisions designed to facilitate and encourage faculty members to meet the needs

APPENDIX H: DEPARTMENTAL WORKLOAD POLICY

1. Philosophy

The teaching load will consist of contact hours, plus the minimum number of students established for a section.

7. Advisees

The student advisee load shall be equitably distributed across the full faculty members of the department.

8. Release Time

- a. Release time will be requested from the Dean of the School upon the approval of the Department Chairperson for overload compensation and for specific projects approved by the Department Chairperson.
- b. Each contact hour of release time should result in expenditure of at least three clock hours (not to include office hours reserved for students) to engage in the activities mentioned in Paragraph a.
- c. The basis for this figure is that each contact hour with students requires a minimum of one hour in class and two hours of preparation, administration, and student advisement.

