

DEPARTMENT OF Business Analytics AND TECHNOLOGY MANAGEMENT (BATM)

**POLICIES AND PROCEDURES FOR PROMOTION, TENURE, REAPPOINTMENT,
MERIT AND COMPREHENSIVE REVIEW**

(also referred to as the Department's PTRM Document)

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APPROVED JUN2020

1 This document describes the standards, procedures, and processes of the Department of
2 Business Analytics and Technology Management (BATM) in reappointment, tenure, promotion,
3 comprehensive review, and merit, under the guidelines set forth in the Towson University
4 Policy on Appointment, Rank and Tenure of Faculty (ART). Any contradiction between this
5 document and the ART or CBE PTRM document shall be resolved in favor of those documents.
6 All full-time faculty, tenured, tenure track, lecturer, and visiting, are covered, but the
7 applicability of some items are limited by the terms of appointment.
8

9 **1. Membership of the BATM Departmental committee for Promotion,**
10 **Tenure/Reappointment and Merit (PTRM)**
11

12 1.a. Composition
13

14 All tenured faculty of the department serve as members of the department's tenure
15 committee. This committee is responsible for tenure recommendations and third-year
16 review. The tenure committee is the same as the Promotion, Reappointment, and Merit
17 (PRM) Committee. The tenure committee and the PRM committee are combined in the
18 BATM department and referred to as the PTRM committee in this document.
19

20 The department BATM PRM committee shall make recommendations concerning
21 reappointment, merit, promotions, and comprehensive five-year review. The department
22 PRM committee is the same as the department tenure committee.
23

24 The department chair shall serve as a non-voting member of the department PTRM
25 committee.
26

27 1.b. Election of committee members, including dates and method of vote
28

29 By the end of the previous academic year by the first Friday in May, the BATM PTRM
30 Committee will elect a chairperson by majority vote. The chairperson will organize and
31 schedule deliberations in accordance with the published PTRM schedule. The BATM PTRM
32 committee chair will report, in writing, the results of all votes to the candidates as well as to
33 the next level of deliberation, the College PTRM Committee in accordance with the CBE PTRM
34 document.
35

36 1.c. How Alternates are Chosen and Vacancies Filled
37

38 In order that at least three (3) tenured faculty opinions be considered in promotion and
39 tenure recommendations, in addition to the department chairperson, departments with
40 fewer than three (3) tenured faculty members shall supplement the committee with
41 tenured faculty members from other departments within the college or from the
42 appropriate department if the faculty member being reviewed has a joint appointment,

43 including a joint appointment between colleges. The additional tenured faculty members
44 shall be selected from a list of at least three (3) faculty members recommended by the
45 faculty member under review. The faculty member shall submit the list of recommended
46 faculty members on or before the third Friday in June. The department chairperson and the
47 dean will review the list from the appropriate college and make recommendations by the
48 first Friday in September. The college PTRM committee will select the additional faculty
49 member(s) to be added to the committee on or before the third Friday of September of the
50 review year.

51
52 1.d. Eligibility and Term

53
54 The BATM PTRM chair shall serve for no more than three consecutive annual terms. The
55 BATM department chair shall not serve as the chair of the BATM PTRM committee. The
56 BATM department chair shall serve as a non-voting member of the BATM PTRM committee.

57 **2. Policies and Procedures**

58 2.a. Confidentiality

59
60 All deliberations pertaining to annual faculty evaluations, reappointment, merit, tenure,
61 promotion, and comprehensive review at all levels shall be confidential. All votes to
62 approve or revise this BATM PTRM document shall be by secret ballot. Anonymous inputs
63 or feedback concerning this document can be provided to the PTRM Committee Chair or the
64 Department Chair as desired by voting members.

65
66 2.b. Definition of Quorum

67
68 A quorum for the BATM PTRM Committee shall be enough voting members to constitute a
69 simple majority for promotion, tenure, reappointment and merit actions.

70
71 2.c. Evaluation Portfolio Materials Required for Submission

72
73 All faculty submitting portfolio materials are required to review the ART for submission
74 requirements in addition to this document to ensure that all required materials are
75 submitted.

76
77 All first-year tenure-track faculty, in collaboration with the department chair, shall complete
78 the form "Standards and Expectations for New Tenure-Track Faculty, (SENTF)" (see Section
79 VII) and include it in their evaluation portfolio as described herein. The department chair
80 shall append to the SENTF form the following materials:

- 82 • Board of Regents' and Towson University's criteria for annual review, reappointment,
83 tenure, promotion, merit and comprehensive review considerations;
- 84 • standards and expectations of the university, college, and department; and
- 85 • any expectations unique to the position.

86
87 During the spring semester of the first year of a tenure-track faculty, the department chair
88 will review all relevant documentation including CV, teaching, and peer evaluations; meet
89 with the candidate to discuss the review; and make a recommendation for reappointment
90 or non-reappointment to the Department PTRM Committee. Should the department chair's
91 recommendation be for non-reappointment, the Department PTRM committee will
92 convene to review the relevant documentation and vote in accordance with standard PTRM
93 procedure and report the outcome no later than March 15. Department chair and
94 Department PTRM recommendations will advance to the College Dean.

95
96 All chairs and program directors (with faculty appointment) shall complete the
97 Chairperson's Annual Report (CAR, see ART Section VII) and Workload Agreement and
98 include these in their evaluation portfolios as described herein.

99
100 Each fall, as stipulated in the Towson University Annual Review, Reappointment, Third-Year
101 Review, Merit, Promotion, Tenure, and Comprehensive Review Calendar (see ART Section
102 VI), the current Department Summary Recommendation form (DSR, see ART Section VII)
103 shall be completed for each tenured and tenure-track faculty member holding a full-time
104 contract.

105
106 The chair of the department shall comply with the Towson University Annual Review,
107 Reappointment, Third-Year Review, Merit, Promotion, Tenure, and Comprehensive Review
108 Calendar (ART Section VI) and ensure that evaluation portfolios meet all format
109 requirements.

110
111 The procedures and expectations for review set forth in the aforementioned appendix may
112 be amended from time to time.

113 114 **Documentation and Material Inclusion**

115
116 The responsibility for presenting material for the annual review, reappointment, third-year
117 review, merit, promotion, tenure, or comprehensive review rests with the faculty member.

118
119 Guided by the chairperson and department and college criteria, the faculty member shall
120 have the responsibility of making distinctions between the various categories of teaching,
121 scholarship, and service and shall include such distinctions, as s/he deems appropriate in

122 his/her narrative statements and other documentation relevant to each evaluation portfolio
123 section.

124
125 In order to ensure that all material and documentation used in making recommendations
126 for annual review (includes annual review, reappointment, third-year review, merit,
127 promotion, tenure, and comprehensive review) contain appropriate information, all
128 documentation shall be submitted in the form of an evaluation portfolio that addresses the
129 professorial role, expectations of faculty in the university, and the faculty member's college
130 and department criteria. The type of review determines portfolio material and process.
131 Evaluation portfolios shall be organized, indexed, and placed in a three-ring binder or
132 submitted as an electronic portfolio. Contents of the evaluation portfolio are determined by
133 type of review and minimally, shall include:

134
135 Evaluation portfolio materials for annual review of all tenured faculty must include the
136 following documents:

- 137
138 i. Current *Curriculum Vitae*
139 ii. Completed and signed Annual Report (AR I and II) or Chairperson Annual Report
140 (CAR I and II).
141 iii. Syllabi of courses during the year under review
142 iv. Evaluation of teaching and advising as appropriate including student evaluations,
143 peer evaluations and grade distributions for courses taught during the year of
144 review
145 v. Documentation of scholarship and service.

146
147 Evaluation portfolio materials for annual review of tenure-track faculty must include the
148 following documents:

- 149 vi. all of the above items listed in i-v; and
150 vii. Peer and/or chairperson's evaluation(s) of teaching signed by faculty member
151 and evaluator.

152
153 Evaluation portfolio materials for third-year review of faculty must include the following
154 documents:

- 155 • all of the above items listed in i-v;
156 • syllabi of courses taught in the previous two (2) years;
157 • student and peer/chairperson evaluations of teaching and advising for the previous
158 two (2) years and the fall semester of the current year; and
159 • a narrative statement in which the faculty member describes how he or she has met
160 and integrated teaching, research, and service expectations based on his/her
161 workload agreements for the period under review.

162

163 Faculty candidates applying for promotion and/or tenure shall provide the materials listed
164 below arranged specifically in the following sequence and placed in two three-ring binders.
165 Each section must be separated and indexed with tabs. The tabs shall be labeled using the
166 bolded titles below.

167
168 Portfolio materials for full review of faculty for promotion and/or tenure must include the
169 following documents:

170
171 The first dossier in a three- ring binder should be submitted and arranged in the
172 following sequence include the following:

- 173 1) **Narrative** A narrative statement in which the candidate a) describes her or his
174 goals and plans for the next 4-5 years, b) explains how these goals and plans
175 connect to what she or he accomplished in the past 5 years, and c) delineates
176 how these goals and plans align with and support the departmental, college,
177 and university strategic objectives and where the she or he expects to make a
178 contribution at each level.
- 179 2) **Department Letter** (Tab): Leave space for inserting Departmental
180 recommendation letter.
- 181 3) **Curriculum Vitae** Candidate shall provide a CV that represents their entire
182 academic career, not just the evaluation period.
- 183 4) **Annual Review** Signed ARs (Annual Report) or CAR (Chairpersons' Annual
184 Report) form during the evaluation period.
- 185 5) **Syllabi** At least one syllabus for each course taught during the evaluation
186 period.
- 187 6) **Student Evaluations** Evaluation of teaching for the most recent five-year
188 period. Copies of evaluations for each class shall be provided and summary
189 statistics for evaluations shall be presented in tabular form. Candidates shall
190 use items selected by department to calculate course evaluation averages and
191 the same items shall be used for all course evaluation calculations. The
192 department chair will either tabulate or oversee the tabulation of student
193 evaluations by an administrative entity other than the faculty member under
194 evaluation.
- 195 7) **Grade Distributions** Grade distributions by course and in tabular form for all
196 courses taught in the most recent five-year period.
- 197 8) **Peer Evaluations** Reference standards for promotion and tenure for required
198 number.
- 199 9) **Journal Articles** Full-text copies of peer-reviewed scholarship for the most
200 recent five-year period. For forthcoming articles, a letter of acceptance from
201 the editor of the journal should be included along with a copy of the article.
- 202 10) **Journal Quality** Documentation supporting the determination of sufficiency of
203 quality of scholarship of all peer reviewed journal articles in tabular form.
- 204 11) **Service Activities** Evidence of service activities to the university, academy and
205 the greater metropolitan community for the most recent five- year period. As

206 appropriate, the submission should also include information regarding
207 leadership for these service activities.

208
209
210 A second dossier, as required by Provost's office, one inch in thickness, should also be
211 submitted and arranged per the Provost office Policy. This dossier will be forwarded to
212 the Provost and Vice President for Academic Affairs.

213
214
215 If at any level confidential external reviews are solicited pursuant to departmental or
216 college promotion and tenure policies, they will remain confidential and will not be made
217 available to the faculty member. These reviews will not be included in the faculty evaluation
218 portfolio, but will be forwarded under separate cover to each subsequent level of review.

219
220 During the course of the evaluation process, the faculty member or his/her chairperson or
221 program director participating in the evaluation process may add to the evaluation portfolio
222 information related to work that was completed prior to June 2 that has only become
223 available after the deadline stipulated in the Towson University Annual Review,
224 Reappointment, Third-Year Review, Merit, Promotion, Tenure, and Comprehensive Review
225 Calendar (ART Section VI).

226
227 The information shall relate specifically to the faculty member's performance as presented
228 by either the faculty member in his/her evaluation portfolio or in the chairperson's or
229 program director's evaluation of the faculty member's performance. Information added by
230 the faculty member to update the evaluation portfolio must be included by the third Friday
231 in September. The addition of said material and notification thereof shall not interfere with
232 the time designated for review as described in the Towson University Annual Review,
233 Reappointment, Third-Year Review, Merit, Promotion, Tenure, and Comprehensive Review
234 Calendar (ART Section VI).

235
236 If the faculty member or the chairperson or program director participating in the evaluation
237 process wishes to add a statement to his/her file rebutting or clarifying information or
238 statements in the file, this information must be included in the evaluation portfolio in a
239 special section entitled —Information Added. All documentation used as part of the
240 consideration process must be included in the evaluation portfolio no later than November
241 30. The Dean will send a copy to the department chair of any such information added to the
242 evaluation portfolio after the second Friday in November, as stipulated in the Towson
243 University Annual Review, Reappointment, Third-Year Review, Merit, Promotion, Tenure,
244 and Comprehensive Review Calendar (see ART Section VI).

245
246 If the chairperson or program director participating in the evaluation process includes
247 information in the faculty member's evaluation portfolio, other than his/her evaluation,

248 that specific information shall immediately be made known to the faculty member
249 undergoing evaluation and before any evaluation at the next level of review takes place.
250 Solicited external reviews will not be added to the evaluation portfolio but will be
251 forwarded under separate cover to each level of review. Record of the faculty member's
252 notification shall be tracked via the Promotions, Tenure, Reappointment, and Merit (PTRM)
253 Document Review Transmittal Form (see ART Section VII). A failure to notify the faculty
254 within five (5) business days will result in the material being removed from the evaluation
255 portfolio.

256
257 Evaluators reviewing materials that have been added by the faculty member or
258 administrators during the course of the review process shall note that they do so in their
259 evaluation statements.

260
261 Copies of the chairperson's or program director's detailed report with recommendation are
262 included in the evaluation portfolio as it proceeds through the process. The committee's
263 written report with recommendation shall provide a detailed rationale for the
264 recommendation, as well as the vote count.

265
266
267 The dean of the college shall have the responsibility of returning the supporting material to
268 the department chair who shall then retain it for three (3) years following the date of the
269 decision to grant or deny promotion or tenure. The materials shall be made available only if
270 requested by the Provost.

271 272 2.d. Voting privileges of faculty on sabbatical or other leave

273
274 All tenured faculty on sabbatical or other leave shall have the same voting privileges as they
275 would have if they were on full-time status if they are present for the deliberations. Tenure-
276 track faculty on FMLA or other leave may only participate in the deliberations pertaining to
277 the BATM PTRM document.

278 279 2.e. Procedure for Evaluation of Teaching by Peers

280
281 Classroom/clinical visits are encouraged for purposes of professional growth and are
282 required when the person is being considered for reappointment, third-year review,
283 promotion, or tenure. Peer reviews of teaching are also required for the comprehensive
284 five-year review.

285
286 Non-tenured tenure-track faculty members shall be visited one each academic year by
287 colleagues in the BATM department. Tenured faculty members may request to be observed
288 each year by peers in the BATM department. The observation must be scheduled at a day

289 and time convenient for both the faculty member being evaluated and the observer. Prior
290 to any observation, the observer shall obtain the course syllabus and confer with the faculty
291 member on the subject being covered that day as well as the pedagogy employed and
292 objectives of the course session.
293

294 After observing the class for a reasonable period of time, the observer prepares a peer
295 evaluation form, which must be submitted to the faculty member within one week for
296 inclusion in the faculty member's annual report. The faculty member and observer must each
297 sign the form and the faculty member may prepare a written response to the evaluation. The
298 response shall be included in the annual report and a copy provided to the evaluator.
299

300 Upon completing the required visitations, a faculty member may request one additional
301 visitation from either the original observer or another qualified faculty member, as outlined
302 above. Faculty development is a key objective of the peer evaluation process of the BATM
303 department. Faculty who wish to incorporate the feedback received during the initial
304 visitation to improve their current year's performance will be allowed to do so.
305

306 The department PTRM committee will approve the peers selected for the review. Advance
307 notice of at least one (1) week of the peer observation shall be given to the faculty member.
308

309 2.f. Procedure for Evaluation of Teaching by Students

310

311 Student evaluations of instruction are a required part of the evaluation of faculty. Such an
312 evaluation must be recognized for what it is: one kind of evaluation, and to be considered
313 only in concert with all other measures of teaching effectiveness. Student evaluations shall
314 be conducted in such a manner to assure confidentiality of the student.
315

316 Student evaluation forms will be administered in accordance with college and University
317 PTRM committee instructions. All questions pertaining to "the course" and "the instructor"
318 will be averaged for a course score

319 Tenured and tenure-track faculty shall be evaluated for all courses taught. This includes all
320 on-load, off-load, on-line, traditional classroom, and hybrid courses taught during the
321 academic year, minimester, and summer terms.
322

323 2.g. Procedures for Deliberation of Evaluation Portfolios

324

325 Faculty members applying for promotion and/or tenure shall notify their respective
326 department chairperson in writing by the third Friday in September of the academic year
327 *preceding* the academic year in which they intend to submit material for promotion and/or
328 tenure.
329

330 All voting members of the BATM PTRM Committee shall be present at all meetings except
331 under unusual circumstances. However, under no circumstances shall the Committee meet
332 if fewer than the required quorum of members are present.

333
334 The BATM PTRM Committee shall review and make recommendations for promotion,
335 tenure, merit, reappointment, and comprehensive five- year review.

336
337 The BATM PTRM Committee shall examine the materials submitted by each faculty member
338 for PTRM decisions. The decisions should be consistent with the ART, CBE PTRM document,
339 CBE mission, standards and expectations for teaching, scholarship and service as outlined in
340 this document, collegiality issues, and any other areas pertinent to the decisions.

341
342 The department chair shall serve as a non-voting member of the department PTRM
343 committee.

344
345 2.h. Voting procedures

346
347 All votes regarding tenure, promotion, reappointment, merit, and/or comprehensive
348 reviews taken by the BATM PTRM committee and/or the department shall be by secret
349 ballot, signed with the Towson University ID number, and dated by the voting member, and
350 tallied by the committee chair. The committee chair shall forward a signed, dated report of
351 the results of the vote and the committee's recommendations to the next level of review.
352 The secret ballots shall not be included in the faculty evaluation portfolio, but shall be
353 forwarded under separate cover to the Provost, to be preserved with the tenure and
354 promotion file until three (3) years following the faculty member's termination or
355 resignation from the university. No committee member shall abstain from a vote for tenure
356 or promotion unless the Provost authorizes such abstention based for good cause, including
357 an impermissible conflict of interest.

358
359 Votes shall be considered final if a majority of the members present for the deliberations
360 agree. In the event of a tie, discussion will be resumed and revoting will occur until a
361 simple majority is achieved .

362
363 2.i. Schedule and procedures for third-year review

364
365 At the conclusion of the fall semester during a candidate's third year at Towson University,
366 the BATM department PTRM Committee shall conduct a Third-Year Review of tenure-track
367 candidates. The intent of the evaluation is to assess progress toward tenure and to advise
368 and mentor the faculty member. This includes providing assistance where issues or
369 shortcomings in the candidate's profile are identified and encouragement where progress is
370 deemed satisfactory or exemplary.

372 BATM Department PTRM committee evaluations of a candidate’s interim progress will
373 become part of the faculty member’s file at the department level and shared with the dean;
374 however, it will not be forwarded to either the college PTRM committee or the Provost.
375

376 The faculty member to be reviewed shall prepare an interim evaluation portfolio of
377 activities for evaluation by the department’s PTRM committee as outlined in the ART
378 section “Documentation and Material Inclusion” (ART Section I.B).
379

380 The BATM department PTRM committee will evaluate the materials and prepare a clear,
381 written statement of progress toward tenure addressing teaching/advising, a plan for and
382 evidence of scholarly/creative activity, and service and other relevant criteria. This
383 statement:

- 384
- 385 • must include an indication of whether or not the faculty member’s work to date is
386 leading towards a positive tenure and promotion decision; and
- 387 • must provide guidance for the improvement of the evaluation portfolio in the event of a
388 satisfactory or unsatisfactory rating.
389

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

- 391 • Superior progress. Requirements include excellence in teaching/advising, excellence
392 in scholarship, and meeting department standards in service.
- 393 • Satisfactory progress. Requirements include progress towards excellence in teaching
394 and scholarly productivity with satisfactory service as determined by the
395 department. This ranking indicates that the department has determined that
396 progress towards tenure is satisfactory but improvements are needed.
- 397 • Not satisfactory progress. This evaluation requires change by the faculty across one
398 or more dimensions. This essentially means that continuance on this performance
399 trajectory is unlikely to result in a favorable tenure decision.
400

401 All documentation is due to the chair of the BATM department by the third Friday in
402 January.
403

404 Feedback should be both in writing and in a face-to-face meeting with the department chair
405 and the department PTRM committee chair no later than the first Friday in March. The
406 written report will be shared with the dean.
407

408 If a faculty member’s mandatory tenure-review year is prior to the sixth year of continuous,
409 full-time service, the standard Annual Review by the department may be expected to serve
410 a more extensive function and the BATM department may provide more extensive feedback
411 to the candidate.
412

413 2.j. Reporting to candidates
414

415 The BATM department PTRM committee shall review evaluation portfolios for promotion
416 and/or tenure and shall prepare a written report, with vote count, for each
417 recommendation. The recommendation shall contain reference to each category evaluated
418 including teaching/advising, scholarship and university/civic/professional service. The
419 recommendation should be consistent with the BATM department standards and
420 expectations (set forth in this PTRM document) and it should be submitted by the BATM
421 PTRM chair to the BATM department chair by the second Friday in October.

422
423 In the event of a negative recommendation at any level of review, the faculty member may
424 choose to challenge the recommendation through the appeals process (ART Section V).

425

426 2.k. Role of Department PTRM Committee Chair

427

428 Recommendations shall be conveyed in writing by the BATM PTRM chair to the faculty
429 member, inclusive of any department chairperson's statement and a record of the vote
430 count ("Evaluation Record") no later than the fourth Friday in October. In case of negative
431 recommendations, they shall be delivered in person by the department chairperson or sent
432 by certified mail to the faculty member's last known address.

433

434 The BATM department PTRM committee chairperson shall forward the faculty member's
435 evaluation portfolio, inclusive of the Evaluation Record to the dean's office by the second
436 Friday in November, where they will be available to members of the college PTRM
437 committee.

438

439 2.l. Role of Department Chair

440

441 The BATM department chairperson shall prepare an independent evaluation of each faculty
442 member considered for promotion and/or tenure and include it in the faculty member's
443 evaluation portfolio by the fourth Friday in October.

444

445 2.m. Schedule and Procedures for Comprehensive (Five-Year) Review

446

447 The comprehensive review shall be conducted in accordance with all policies, including
448 appeals, relevant to the Annual Review process except as noted in this section.

449

450 All tenured faculty shall be reviewed at least once every five (5) years. Comprehensive
451 reviews are summative for a period of the preceding five (5) academic years.

452

453 The chair of the BATM department, in consultation with the dean of the college shall
454 establish the cycle for comprehensive reviews of faculty within the BATM department. A
455 faculty member who has submitted formal notice of retirement during the fourth or fifth

456 year of his/her comprehensive review cycle with an intention to retire at the end of that
457 cycle may be exempted from the comprehensive review process at the discretion of the
458 dean of the college.

459
460 The BATM department PTRM committee shall review the evaluation portfolios and shall
461 prepare a written report, with vote count, for each recommendation. The recommendation
462 shall contain reference to each category evaluated: teaching/advising, scholarship, and
463 university/civic/professional service. The statement should be consistent with the BATM
464 department standards and expectations and submitted to the BATM department chair by
465 the second Friday in October.

466
467 The department chairperson shall prepare an independent evaluation of each faculty
468 member under review and include it in the faculty member's evaluation portfolio by the
469 fourth Friday in October.

470
471 The faculty member's evaluation portfolio, inclusive of the written recommendation of the
472 department committee, the written evaluation of the BATM department chair, and the vote
473 count shall be forwarded by the BATM department PTRM committee chair to the dean's
474 office by the second Friday in November.

475
476 All recommendations shall be conveyed in writing to the faculty member, inclusive of any
477 BATM department chairperson's statement and a record of the vote count no later than the
478 fourth Friday in October. Negative recommendations shall be delivered in person by the
479 BATM department chairperson or sent by certified mail to the faculty member's last known
480 address.

481
482 A negative comprehensive review shall be followed by the development of a written
483 professional development plan to remediate the faculty member's failure to meet minimum
484 expectations as noted in the comprehensive review. This written plan shall be developed by
485 the faculty member and approved by the chair and the dean by the third Friday in June of
486 the academic year in which the negative review occurred. The plan shall be signed by the
487 faculty member, chair and dean.

488
489 The plan shall be implemented in the fall semester following approval of the plan. Evidence
490 of improvement must be clearly discernible in evaluation portfolio materials submitted in
491 the next annual review process. Lack of evidence of discernible improvement may result in
492 a formal warning, sanction or termination.

493
494 Two (2) consecutive annual reviews indicating the faculty member has not met minimum
495 expectations shall occasion an immediate comprehensive review, which shall be in addition
496 to those otherwise required by policy.

497
498 Chairpersons, as faculty members, are included in the comprehensive review process.
499

500 Faculty members with joint appointments are to be reviewed according to the schedule of
501 their “home” department.

502

503 2.n. Relationship between Rank and Merit Committees

504

505 All tenured faculty members who hold the same or higher rank than the person to be
506 evaluated are members of the person’s Rank Committee. The Merit Committee comprises
507 all tenured faculty members in the department.

508

509 2.o. Review of document

510

511 The BATM department shall review its PTRM document every three (3) years and submit
512 evidence of such review to the dean of the college and the university PTRM committee.

513

514 2.p. Appeal procedures: Promotion, Tenure, Review, Merit

515

516 All appeals shall follow the guidance provided in the ART and CBE PTRM documentation.

517

518 2.q. Vote on approval of this document when it is new or revised

519

520 BATM PTRM documents pertaining to standards, criteria, and/or expectations of evaluation
521 shall be developed by the BATM PTRM committee. The BATM PTRM document must be
522 distributed to all tenured and tenure-track faculty in the BATM department for input at
523 least ten (10) business days prior to the vote on the documents. Final approval at the
524 department level shall be by a simple majority vote of the tenured/tenure-track faculty of
525 the department. Excepting faculty who are on leave from the university (e.g., medical,
526 sabbatical, etc.), the signature of each tenured or tenure-track faculty member of the BATM
527 department will signify that s/he has voted on the department PTRM documents. Voting to
528 approve or revise this BATM PTRM document shall be by secret ballot.

529

530 **3. Standards:**

531

532 **Teaching and Advising**

533

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

537

538 The primary purposes of faculty academic advising are to assist students in the
539 development of meaningful educational and career plans that are compatible with their

540 life goals. Faculty advising can also take the form of mentoring colleagues in effective
541 teaching or academic advising as well as mentoring student scholarship (e.g.
542 independent study projects or theses).

543
544 *1) Evaluation of teaching by students:* student evaluations of instruction are a required
545 part of the evaluation of faculty. Such an evaluation is one kind of assessment and
546 should be considered in concert with all other measures of teaching effectiveness.
547 Tenured, tenure-track, and probationary faculty shall be evaluated by students for all
548 courses taught, every semester, inclusive of the summer semester. For many reasons,
549 Towson University may employ different student evaluation surveys with different types
550 of questions and rating scales for graduate and undergraduate courses. Nonetheless,
551 both undergraduate and graduate programs shall use, as much as is appropriate, the
552 same methodology for interpreting student evaluations.

553
554 *2) Evaluation of teaching by peers:* classroom visits are encouraged for the purposes of
555 professional growth and are required when the faculty member is being considered for
556 rank advancement, tenure, comprehensive five- year review, three-year review or
557 reappointment. A minimum of two peer observations shall be conducted per review
558 period. The department PTRM Committee will approve the peers selected for the
559 review. Advance notice of at least one week of the peer observation shall be given to
560 the faculty member.

561
562 *3). Self-evaluation of teaching and/or advising effectiveness by faculty being evaluated*
563 *for promotion and/or tenure, three-year reviews, or comprehensive five-year reviews,*
564 *shall include a narrative statement about individual teaching and/or advising philosophy*
565 *and an interpretation of student and/or peer/chairperson evaluations.*

566
567 *4). Additional Information:* This document recognizes that teaching is a complex and
568 multi-faceted endeavor that cannot be distilled to a single number, or even a set of
569 numbers. In recognition of this, faculty may provide additional information to
570 demonstrate their teaching abilities that will be given full consideration as part of a
571 holistic view of teaching by the PTRM Committee. Thus, in addition to any materials
572 required by the ART and CBE PTRM documents, faculty may provide additional evidence
573 of teaching proficiency to include:

- 574
575
- 576 • **Pedagogy:** To demonstrate the teaching strategy, materials, aids, text, articles
577 and other materials are used to address the subject area. This includes evidence
578 of how materials are presented to include the delivery style, teaching method,
579 how knowledge and expertise are conveyed, and the use of instructional aids to
580 support teaching, as well as clarity of communication.
 - 581 ○ **Syllabus:** To show how the syllabus elements are clear, complete, consistent
582 with certain standard content.
- 583

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- **Assessment Tools:** To provide evidence that assessment tools and other graded material are appropriate given other sections of the same course and any other departmental standards.
 - **Use of Support Technologies:** To demonstrate the use of appropriate support technologies (such as Blackboard, Sakai, Publisher Homework/Assignment Managers, Google Groups, Wiki's, etc.) that are used in the course to support student learning.
 - **Curriculum Development:** Demonstrate the participation in curriculum development for existing and new programs and/or courses that support the teaching mission of the department, college, and university.
 - **Teaching Skills Development:** Provide evidence of efforts and results in improving teaching expertise (to include self-study, course and workshop participation, coaching activities, teaching, and similar activities).
 - **Teaching Related Research Papers and Presentations:** Demonstrate participation in research and publications that are related to teaching.

604 5).*Professional Development Plan:* in the event that a faculty member has consistently
605 unsatisfactory student or peer evaluations of instruction, the department chairperson
606 shall develop a professional development plan in consultation with the faculty member.
607 The plan may include mentoring, additional classroom visitations, participation in
608 appropriate university and college developmental workshops, and/or counseling for
609 improvement of teaching effectiveness. A plan shall be developed regardless of the rank
610 and/or tenure status of the faculty.

611 612 **Scholarship**

613
614 Scholarship is widely interpreted and may take many forms, including, but not limited
615 to, publications, presentations, or grants. Faculty conduct their scholarship in the
616 development of new or the extension of existing knowledge. Other faculty engage in
617 research that is applied, finding new ways to use knowledge for practical purposes,
618 including pedagogy and published case studies. Faculty also engage in developing and
619 publishing software for classroom uses. Interdisciplinary efforts where faculty work to
620 expand their knowledge and apply it in new ways constitute yet another form of applied
621 scholarship.

622 623 **Service**

624
625 As faculty progresses through their career life cycles, it is anticipated that service will
626 vary in terms of the roles and quality of commitments that are made to the institution,
627 the profession and the greater community. Service is an important element not only in

628 improving the quality of life of various stakeholders, but can also potentially make a
629 significant contribution in the professional and personal development of the individual.

630
631 **Collegiality**

632
633 A faculty member shall be committed to collegiality and academic citizenship. The
634 demonstration of high standards of humane, ethical and professional behavior is
635 fundamental to collegiality and academic citizenship.

636
637 3.a. BATM Department standards and criteria for Tenure and Promotion Evaluation

638
639 **3.a.1 Standards for Tenure and Rank Advancement to Associate Professor**

640
641 Tenure and rank advancement decisions will normally be made concurrently; i.e., they are
642 mutually inclusive and no favorable recommendation will normally go forward without having
643 satisfied both decisions.

644
645 **Teaching Standards for Tenure and Rank Advancement to Associate Professor**

- 646 • Excellent instruction as measured by student evaluations. Such evaluations should be
647 comprehensively evaluated by all instructor-related questions from the student
648 evaluation forms.
- 649 • Effective instruction as measured by exemplary peer evaluations for each year of the
650 most recent five-year period.
- 651 • Effective advising as measured by availability to students, accuracy of advice given to
652 students and knowledge about programs, policies, procedures, and career
653 opportunities.

654
655 The following additional evidence may be submitted to support evidence of excellence in
656 teaching:

- 657 • If applicable, maintaining currency of licensure, certification and accreditation
- 658 • Incorporation of appropriate instructional technology in one's teaching
- 659 • Reflection and growth in teaching methodology
- 660 • Mentoring student scholarship
- 661 • Having met contractual obligations for approved off-campus activities such as
662 international teaching exchanges and grant-supported research.
- 663 • Teaching awards

664
665 Expected scholarship standards include the following:

666
667 **Scholarship Standards for Tenure and Rank Advancement to Associate Professor:** Faculty
668 applying for tenure and promotion to Associate Professor should meet as a minimum for the
669 most recent five-year period:

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- Three to four published (or forthcoming) peer-reviewed articles in quality journals as recognized by published reputable sources¹ or by other evidence as produced by the faculty member under review. It is the faculty member's responsibility to provide information that would establish whether their publications are in quality journals. Information such as journal rankings, acceptance rates, number of citations received, and external letters of support are examples of information that would help establish the level of quality of a faculty member's publications. The following may substitute for one journal article: receipt of an external grant/contract of \$50,000 or more, the first edition of a course textbook or other significant intellectual contributions.
 - Other evidence of scholarship, including, but not limited to, peer-reviewed published proceedings or paper presentations at academic conferences, or published software, are expected of all faculty but may be waived with superior number and/or quality of published (or forthcoming) peer-reviewed journal articles.

684 **Service Standards for Tenure and Promotion to Associate Professor:**

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- 700
- Involvement in the institution's faculty governance structure at program, department, college, university or system levels, or serving various campus student organizations.
 - Examples of additional contributions that strengthen an application are:
 - Sustained involvement in the work of practitioners in one's field (e.g. presentations at various events in the community, state, regional and other markets; maintaining civic duties by serving various community needs; creating additional opportunities through personal initiatives such as internships or networking venues).
 - Contributions to practitioners and community that draw upon one's professional expertise (e.g. professional consulting).
 - Sustained involvement in professional organizations and associations in one's field at local, state, regional and national and/or international levels (e.g. committee membership in professional organizations; participation in regional and national academic societies as paper reviewers or discussants, session or track chairs; and membership on the editorial boards of a peer reviewed journal).

701

702 **Collegiality Standards for Tenure and Promotion to Associate Professor:**

703

704 A faculty member shall be committed to collegiality and academic citizenship. The

705 demonstration of high standards of humane, ethical and professional behavior is fundamental

706 to collegiality and academic citizenship.

707

¹ A determination of whether three or four published or forthcoming peer-reviewed journal articles are expected shall be made on the basis of the level of quality of the journals. Quality of journals shall be determined by a CBE approved published ranking of journals within the discipline and/or other evidence of journal quality as provided and justified by the faculty member. Author order is not considered an indication of the level of contribution. PRJs must typically reflect the faculty member's affiliation to Towson University, barring documented exceptions.

708 **3.a.2. Standards for Rank Advancement to Professor**

709

710 **Teaching Standards for Rank Advancement to Professor**

- 711 • Excellent instruction as measured by student evaluation. Such evaluations should be
712 comprehensively evaluated by all instructor-related questions from the student
713 evaluation forms.
- 714 • Effective instruction as measured by a minimum of two exemplary peer evaluations for
715 the evaluation period of rank consideration.
- 716 • Effective advising as measured by availability to students, accuracy in advice given to
717 students and knowledge about programs, policies procedures and career opportunities.
718

719 The following additional evidence may be submitted to support evidence of excellence in
720 teaching:

721

- 722 • Unsolicited evaluations of instruction by both current students and graduates
- 723 • Incorporation of appropriate technology in one's teaching
- 724 • Reflection and growth in teaching methodology
- 725 • International teaching exchange, sabbatical or consulting contracts
- 726 • University instructional development grants
- 727 • If applicable, maintaining the currency of licensure, certification and accreditation
- 728 • Mentoring student scholarship
- 729 • Mentoring colleagues in effective teaching and academic advising
- 730 • Teaching awards

731

732 **Scholarship Standards for Rank Advancement from Associate Professor to Professor:**

733 Faculty should have a **sustained** record of conducting and reporting research **with a**
734 **distinction in the quality** in one's scholarship. Faculty applying for promotion to Professor
735 from Associate Professor should meet the following minimum criteria in the most recent
736 five-year period:

- 737 • Three to four published (or forthcoming) peer-reviewed articles in quality journals as
738 recognized by published reputable sources² or by other evidence as produced by the
739 faculty member under review. It is the faculty member's responsibility to provide
740 information that would establish whether their publications are in quality journals.
741 Information such as journal rankings, acceptance rates, number of citations received,
742 and external letters of support are examples of information that would help establish
743 the level of quality of a faculty member's publications. The following may substitute for

² A determination of whether three or four published or forthcoming peer-reviewed journal articles are expected shall be made on the basis of the level of quality of the journals. Quality of journals shall be determined by a CBE approved published ranking of journals within the discipline and/or other evidence of journal quality as provided and justified by the faculty member. Author order is not considered an indication of the level of contribution. PRJs must typically reflect the faculty member's affiliation to Towson University, barring documented exceptions.

744 one journal article: receipt of an external grant/contract of \$50,000 or more, the first
745 edition of a course textbook, or other significant intellectual contributions.
746 • Other evidence of scholarship, including, but not limited to peer-reviewed published
747 proceedings, paper presentations at academic conferences, or published software, are
748 expected of all faculty but may be waived with superior number and/or quality of
749 published (or forthcoming) peer-reviewed journal articles.

750
751 **Service Standards for Rank Advancement to Professor:**
752

753 At a minimum faculty should demonstrate effectiveness in at least one of the following areas:".

- 754
- 755 • Leadership positions and **distinction in the quality** of one’s services to the institution at
756 the program, department, college, university or system levels (e.g. Faculty Senate;
757 chairperson positions on faculty or ad hoc committees and in the university governance
758 structure; chairperson for new faculty searches).
 - 759 • **Sustained involvement** in the work of practitioners in one’s field (e.g. participation in
760 regional and national societies as officers and committee members)
 - 761 • **Contributions to practitioners and community** that draws upon one’s professional
762 expertise (e.g. professional consulting; provisions of in-service professional
763 development or technical assistance)
 - 764 • **Sustained involvement** in professional organizations and associations in one’s field at
765 the state, regional and/or national levels (e.g. leadership in professional organizations
766 and associations; committee membership in professional organizations; academic
767 conference program chairs; significant editorial responsibilities of a peer-reviewed
768 journal; service to licensure, certification or accreditation boards).

769
770 **Collegiality Standards for Promotion to Professor:**
771

772 A faculty member shall be committed to collegiality and academic citizenship. The
773 demonstration of high standards of humane, ethical and professional behavior is fundamental
774 to collegiality and academic citizenship.

775
776 3.b. BATM Department Standards and Criteria for Merit and Reviews
777

778 Appendix A outlines a basic framework for classifying faculty performance outcomes. For
779 teaching, scholarship and service faculty performance may be judged as:

- 780
- 781 • UNSATISFACTORY –(Developmental Plan Required, No Merit)

782 An unsatisfactory judgment shall be recommended when a faculty member has not met
783 the minimum expectations for acceptable merit. A faculty development plan will be
784 required and mentoring will be provided.

785 No merit can be awarded.

786 • ACCEPTABLE – (Fully meets expectations, but performance is not meritorious; No Merit
787 Award)

788 An *acceptable* judgment shall be recommended when a faculty member has been
789 deemed acceptable in all the categories as outlined in Appendix A.
790

791 • MERITORIOUS (Performance is noteworthy and exceeds expectations)

792 A *meritorious* judgment shall be recommended when the faculty is deemed meritorious
793 in teaching and one other category and a judgment of acceptable in the third category
794 as outlined in A.
795

796 • OUTSTANDING- (Performance is truly exceptional)

797 An *outstanding* judgment shall be recommended when the faculty is deemed
798 outstanding in teaching and one other category and a judgment of acceptable in the
799 third category as outlined in A.

800 3.c. Standards for Reappointment

801

802 Reappointment decisions will follow the guidelines set forth in the ART.
803

804 3.d. Review Of Faculty Progress Towards Tenure And Promotion During The Third Year

805

806 The department recognizes that each faculty member offers a unique combination of
807 education, skills, interests, experiences and career aspirations. Consequently, while the
808 standards for performance will be consistent among faculty, the areas in which each faculty
809 member is evaluated and the weight assigned to each of those areas will differ among faculty,
810 consistent with the annual workload agreements as agreed to by faculty, chair and dean.

811 At the conclusion of the Fall semester during a candidate’s third year at Towson University,
812 the department PTRM Committee shall conduct a “Third Year Review” of tenure-track
813 candidates. The purpose of the review is to serve as an advisory and mentoring function for
814 the faculty member.

815 The review will be done in concert with the *Guidelines for Development of Departmental*
816 *Standards and Expectations for Teaching, Scholarship and Service*, as described in the **ART**.

817 3.e. Comprehensive Review

818

819 The department shall conduct comprehensive reviews for each faculty member every five years
820 according the policies, procedures and processes outlined in the current ART.
821

822 **4. Calendar**

823

824 4.a. Deadline for Promotion and Tenure Application

825

826 By the third Friday in September of the academic year preceding the academic year in which
827 a faculty member intends to submit material for promotion and/or tenure, the faculty
828 member shall notify the chair of the BATM department of his/her intention.

829

830 4.b. Deadline for the Election of Department Committee Members

831

832 The BATM PTRM chair shall serve for no more than three consecutive annual terms. The
833 BATM department chair shall not serve as the chair of the BATM PTRM committee unless
834 this is allowed by the ART and CBE PTRM documents.

835

836 4.c. Approval of Non-Department PTRM Members

837

838 In order that at least three (3) tenured faculty opinions be considered in promotion and
839 tenure recommendations, in addition to the BATM department chairperson, if the BATM
840 department has fewer than three (3) tenured faculty members, the BATM PTRM Committee
841 shall be supplemented with tenured faculty members from other departments within the
842 college or from the appropriate department if the faculty member being reviewed has a
843 joint appointment, including a joint appointment between colleges. The additional tenured
844 faculty members shall be selected from a list of at least three (3) faculty members
845 recommended by the faculty member under review. The faculty member shall submit the
846 list of recommended faculty members on or before the third Friday in June. The BATM
847 department chairperson and the dean will review the list and make recommendations by
848 the first Friday in September. The college PTRM committee will select the additional faculty
849 member(s) to be added to the BATM PTRM committee on or before the third Friday of
850 September of the review year.

851

852 4.d. Due Date for Evaluation Portfolio

853

854 The due dates for evaluation portfolios shall follow the "TOWSON UNIVERSITY ANNUAL
855 REVIEW, REAPPOINTMENT, THIRD-YEAR REVIEW, MERIT, PROMOTION, TENURE, AND
856 COMPREHENSIVE REVIEW CALENDAR" as specified in the ART Section VI.

857

858 4.e. Dates from the University Calendar

859

860 All faculty are required to review the ART calendar for required PTRM calendar dates in
861 addition to this document to ensure that all required dates are met.

862

863

The BATM Department PTRM schedule/calendar shall comply with the “TOWSON

864

UNIVERSITY ANNUAL REVIEW, REAPPOINTMENT, THIRD-YEAR REVIEW, MERIT,

865

PROMOTION, TENURE, AND COMPREHENSIVE REVIEW CALENDAR” as specified in the ART

866

Section VI.

867

868

4.f. Deadline for Revision of Document

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870

The BATM department shall review its PTRM document every three (3) years and submit

871

evidence of such review to the dean of the college and the College PTRM committee by the

872

date (i.e., First Friday in December) specified by the university PTRM calendar (ART Section VI).

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873 APPENDIX A: Outcomes Related to Critical Performance Areas

874
 875 Note: The items listed in each category are neither fully necessary nor fully sufficient in the
 876 assessment of faculty member’s performance. Rather these items provide examples of what is
 877 commonly cited or understood to represent performance levels for each dimension of faculty
 878 workload. Determination for a faculty member’s performance in a particular area (e.g.
 879 “effective in teaching”) is based on consideration of the preponderance of evidence presented
 880 by the faculty to the PTRM committee.
 881

TEACHING
Acceptable

- Meeting classes
- Preparing course syllabi
- Holding office hours
- Evaluating student performance through acceptable instruments
- Meeting with and advising students

Meritorious

- Presentation on improving teaching at a conference
- Receiving “good” teaching evaluation ratings from both students and peers as compared to other BATM department evaluation ratings.
- Unsolicited letters from students
- Receiving a teaching grant or contract
- Demonstrate good performance across the factors that can be used to demonstrate teaching proficiency (See Section 3).

SCHOLARSHIP
Acceptable

- Meeting, or demonstrating satisfactory progress towards meeting, the CBE AQ/PQ standard

Meritorious

- Maintaining College Academic/Professional Qualifications
- Evidence of ongoing scholarly work reflecting significant manuscript development
- Peer-reviewed conference presentation or proceedings
- Chapter(s) in someone else’s book
- Published teaching cases and exercises
- Reviews of books, software, etc. in a scholarly journal
- Published textbook-supporting materials
- Licensed computer software
- Receiving a research grant

SERVICE
Acceptable

- Meeting committee attendance obligations
- Attending departmental meetings

Meritorious

- Reviewer of manuscripts for journal or conference
- Elected member of dept or college committee
- Elected officer for professional organization
- Discussant at a conference
- Membership on committee or task force or similar active, working group
- Chair at a conference
- Review work for publisher
- Radio or TV interviews, Op-ed letters, etc.
- Faculty advisor to student organization

or contract

Outstanding

- Consistently excellent teaching evaluation ratings from both students and peers as compared to other BATM department evaluation ratings
- Substantial teaching grant or contract
- Teaching award
- Nationally or internationally-recognized teaching fellowship
- Demonstrate excellence across the factors that can be used to demonstrate teaching proficiency (See Section 3).

Outstanding

- Peer-reviewed journal publication(s)
- New or substantially revised research book or monograph
- Chapter in a peer-reviewed research book
- Scholarship award
- Substantial research grant or contract (typically greater than \$50K)
- Nationally or internationally-recognized research fellowship

Outstanding

- Editor of scholarly journal
- Editorial board of scholarly journal
- Executive officer of elected committee
- Service award
- Elected or appointed member of university committee or task force
- Elected chair of department or college committee or task force

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883

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