

COFAC PTR GUIDELINES
10/19/22 and 3/13/23 and 4/9/23 (UPTRM Final Approval)

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TOWSON UNIVERSITY
COLLEGE OF FINE ARTS AND COMMUNICATION
GUIDELINES AND PROCEDURES OF THE PROMOTION, TENURE, AND REAPPOINTMENT
(PTR) COMMITTEE

Note to Faculty: For complete information on promotion and tenure policies, this document should be read together with the Appointment, Rank and Tenure (ART) document of Towson University and its appendices, as well as the PTR policy for your department.

I. Membership

- A. The COFAC PTR Committee is comprised of one member from each department. The Dean serves as ex-officio.
- B. All department representatives will be elected by vote of the COFAC tenured and tenure track faculty and full-time lecturers for three-year terms. Terms will be staggered to ensure some continuity from year to year. Eligible faculty will include tenured associate and full professors. No faculty member will serve for more than two consecutive terms. Department chairs are not eligible.
- C. Elections for the COFAC PTR Committee are to be concluded no later than the first week in May. The COFAC Council Election Committee is responsible for organizing this election.
- D. Eligible faculty members can nominate up to two people from their department; one of these two nominations can be a self-nomination.
 1. Nominations are sent to the chair of the department's PTR Committee.
 2. The department PTR Committee, in consultation with the department chair, confirms willingness to serve.
 3. The department chair forwards the confirmed nominations to the COFAC Council Chairperson. Names must be presented to the COFAC Council Election Committee by the last Friday in March.
 4. Ballots are distributed (electronically) on the 1st Friday in April.
 5. Faculty members return ballots by the 2nd Friday in April.
 6. Votes are tallied by the last Friday in April.
 7. Elected members are notified by the 3rd Friday in May.
 8. Term of service starts on 6/1 and ends on 5/31.

- E. If a department does not have one or more faculty eligible to serve, an exception to the policy may be made and approved by the Dean and the university PTR committee.
- F. If a member is unable to serve for a year because of a sabbatical leave, faculty exchange, promotion consideration, or for any other reason, the college electorate shall choose a replacement before the COFAC PTR Committee begins its work. The member replaced may return to the Committee the following year if that year would have been part of the term to which the member was originally elected; the replacement year shall not extend the member's term. A member resigning from the committee before the expiration of the member's term shall be replaced through a college-wide election. Should a member through accident or sudden change in circumstance be unable to serve, and such circumstances arise when there is insufficient time for an election before the work of the committee begins, a temporary replacement for that year may be named through selection by the department and approval by the chair of the COFAC PTR Committee and the dean.
- G. COFAC PTR Committee members who are presenting themselves for promotion shall not serve during the year in which any decision relative to their review is undertaken.
- H. College PTR decisions are announced in letters that are signed or initialed by all members of the committee. The Dean is responsible for delivering letters to individual faculty.

II. Policies and Procedures

- A. Because members are elected at large, it is their responsibility to act in the best interests of the college, not as representatives of their departments.
- B. General Responsibilities—The COFAC PTR Committee reviews departmental and chair recommendations and makes its own recommendations on promotion and on the granting or denial of tenure. The COFAC PTR committee also receives and responds to substantive appeals of departmental recommendations on PTR matters, as provided for the Appendix 3 to the Towson University ART policy. In cases in which a department has fewer than three members eligible to serve on a PTR committee, the COFAC PTR Committee will select additional faculty members to serve on the departmental committee in accordance with the procedures specified in Appendix 3 of the ART policy.

The COFAC PTR Committee evaluates candidate files and reviews the recommendations of departments and chairs in relation to the standards and

expectations established for faculty in the Towson University ART policy, the criteria of the College, and the criteria of the candidate's department. The Committee will reach a recommendation in each case and will support its recommendation with reference to each category evaluated, including teaching/advising, scholarship, and university/community/professional engagement. If the Committee reviews materials that have been added by the faculty member or administrators during the course of the review process consistent with the guidelines for such actions in University policy, the Committee will note that it has done so in its statement. The chair of the Committee will convey these recommendations to the dean. The dean prepares an independent recommendation in each case and includes these recommendations and those of the committee in candidate files before transmitting them to the Provost.

- C. Officers—At its first formal meeting of the academic year, which shall be held no later than the second Friday in September, the Committee shall elect each year two officers, a chair and a secretary. A department representative cannot serve as Chair during their first year on the committee. Officers retain the duties of their positions until new officers are elected.

Duties of the chair—The chair writes and distributes to committee members an agenda listing the committee's workload for the year, including appeals and all pending promotion and tenure decisions; schedules committee meetings, in coordination with the dean's office; supervises the preparation of letters notifying the provost, dean, department chair, department P&T chair, and faculty member of the COFAC PTR Committee's decisions; and effects the delivery of materials regarding appeals, promotion and tenure to the provost's office.

Duties of the secretary--The secretary takes minutes at all meetings and distributes them to members of the committee; assists in the design and handling of paper ballots; and presides at meetings if the chair is absent.

- D. A quorum consists of four voting members.
- E. For promotion and tenure and for 5-year comprehensive review candidates the COFAC PTR Committee requires the evaluation portfolio containing all the materials specified in the University's ART document and which go to the provost. If outside reviews have been solicited, the committee expects to see those as well.
- F. Procedures

1. Each member of the COFAC PTR Committee will have access to a current copy of each department's P&T document, the COFAC document, and the University document. All of these are available on the UPTR website.
 2. Committee members will examine all dossiers prior to deliberation and judge them against the standards published in the Department, College and University P&T documents. Department representatives are responsible for presenting dossiers from their departments.
 3. Voting on individual faculty members will be by confidential ballot, following the procedures described in the University's ART document. Procedural votes will be by voice or raised hands. All votes are recorded in the minutes, which will be taken by the secretary. In the case of a tie vote, the Committee chair will continue discussion in hopes of reaching a majority decision. If the vote remains deadlocked, a tie vote will be considered rejection of a motion.
 4. The Office of the Provost strongly recommends the use of TU's *Involved @ TU* web-based program for all remote PTRM voting. Departments may use other means of voting and voting records so long as the ballot information and the balloting process follows that articulated in the *Towson University Policy on Appointment, Rank and Tenure of Faculty*. All ballots must collect the Faculty ID number. Any voting mechanism must be secure and allow for records retention in accordance with USM records retention policies. While it is NOT necessary to use the TU Ballot Summary, a paper copy of the electronic voting record, which includes a record of faculty ID numbers associated with each ballot, must be printed and kept on file per the ART policy.
 5. The Department Summary Recommendation (DSR) forms must be completed with faculty signature acknowledging receipt of the department's decision and be retained within the Department and College Dean's office. If a department chooses it can forego the use of the DSR and use an email acknowledgment system, if the email acknowledgment is printed and retained.
- G. Confidentiality—Members of the committee will maintain strict confidentiality concerning its deliberations and recommendations at all points during and after the process, with the exception of the information provided to candidates or departments by the chair or the dean in performance of their duties under the ART policy.
- H. Individual faculty members are expected to review their evaluation portfolios at each level and to indicate that all documents have been included at the time of the evaluation portfolio submission to the next level of review. Department

representatives should also check that the dossiers of faculty members from their department are complete.

- I. Notification of Candidates --The written statement of the college PTR committee, including the committee's recommendation and a record of the vote count, shall be added to the faculty member's evaluation portfolio by the COFAC PTR Committee chair and submitted to the dean by the first Friday in January, and it shall be delivered to the faculty member by the third Friday in January as provided for in the University ART policy which includes TU's secure File Delivery System (FDS). Negative recommendations shall be delivered in writing in person by the dean, sent by certified mail with return receipt requested to the faculty member's last known address with a postmark date no later than the third Friday in January, or via TU's secure File Delivery System (FDS). A copy of the recommendation shall also be sent to the chair of the faculty member's home department.
- J. Appeal Procedures--Faculty members may appeal to the college PTR committee negative judgments made at the department level on questions of tenure, promotion, comprehensive review, and reappointment, if the appeal is on substantive grounds. Substantive appeals refer to perceived errors in judgment by the department committee or chair in evaluating the faculty member's performance.

All appeals shall be made in writing. The faculty member shall have 21 calendar days from the date that a negative judgment is delivered in person, via FDS, or the date of the postmark of a certified letter to file an appeal. The appeal must clearly state in writing the grounds for the appeal and must be accompanied by supporting documents. The faculty member may supplement the evaluation portfolio under consideration with any statement, evidence, or other documents believed to present a more valid perspective on performance.

Appeals of department recommendations shall be copied to the department chair and the department PTR chair. Appeals of college decisions to the provost shall be copied to the college dean, the COFAC PTR Committee, and the department chair.

Within fifteen business days of receipt of a formal appeal with attached materials, the COFAC PTR Committee shall review the case and provide a written response to the substantive appeal. The COFAC PTR Committee's response should be delivered to the appellant in person, via certified mail, or via FDS. Copies of the committee's response will be provided to all parties copied on the original appeal letter, as above.

Note: Faculty members may also submit procedural appeals to the UPTR

Committee, or appeals alleging unlawful discrimination, as provided for in the university ART policy, Appendix 3, and Towson University policy 06-01.00.

- K. The College shall review its PTR document every three years, at a minimum, and submit evidence of such review to the dean of the College and the UPTR Committee.
 - 1. The COFAC PTR Committee will review the current COFAC PTR document and solicit input from each department via the department representative regarding changes to the COFAC guidelines.
 - 2. The COFAC PTR Committee may also consider changes to the guidelines.
 - 3. If no changes are forwarded by the department or the COFAC PTR Committee, the COFAC PTR Committee will follow the established guidelines to secure a college wide ~~vote~~ ratification of the document.
 - 4. If changes are forwarded by the department and/or the COFAC PTR committee, the COFAC PTR committee will deliberate and vote on their merits. Two-thirds majority vote (5 of 7) is necessary to accept changes.
 - 5. The COFAC PTR committee will draft a new document incorporating these approved changes.
 - 6. The COFAC PTR committee will follow the established guidelines to secure a college wide ~~vote~~ ratification of the new document.
- L. Changes in Policies—All policies at the college level shall remain in effect until changed according to the procedures that are specified in Appendix 3 of the University ART document.

Faculty members shall be evaluated for tenure pursuant to the college PTR standards and criteria in effect during the year they were first appointed to a tenure-track position.

- M. The COFAC PTR Document should be distributed to all tenured and tenure-track faculty in the college for input at least ten business days prior to the COFAC PTR Committee vote on the document. Final approval at the college level shall be by a simple majority vote of the tenured/tenure-track faculty of the college. Excepting faculty who are on leave from the university, the signature of each tenured or tenure-track faculty member of the college will signify that they have voted on the COFAC PTR documents. The COFAC PTR Document must then be approved by the Dean and by the UPTR.

III. Materials for Faculty Evaluation

- A. The responsibility for presenting material for the annual review, reappointment, third-year review, promotion, tenure, or comprehensive review rests with the

faculty member. Evaluation portfolios that go to the provost must follow the guidelines of the annual provost PTR memo. The faculty member should consult with the department PTR chair before the final submission deadline to ensure the format of the portfolio accurately follows the provost's guidelines.

- B. Guided by university, college, and department criteria, the faculty member shall have the responsibility of making distinctions between the various categories of teaching, scholarship, and service and shall include such distinctions, as they deem appropriate in their narrative statements and other documentation relevant to each evaluation portfolio section. The faculty member may consult with the department chairperson or the chair of the department PTR committee if clarification is needed.
- C. All material and documentation used in making recommendations for the annual review process (which includes the Annual Review, reappointment, third-year review, promotion, tenure, and comprehensive review) shall be submitted in the form of an evaluation portfolio that addresses the professorial role and expectations of faculty in the university, as well as the faculty member's college and department criteria. The type of review determines portfolio material and process.

Evaluation portfolios shall be submitted electronically and organized following the provost's guidelines in the online system provided by the department or university.

- D. Required materials for Promotion, Tenure and other reviews – as well as the organization of these materials – are listed in Appendix 3, Section III.D. of the A.R.T. document (see <https://www.towson.edu/about/administration/policies/02-01-00-policy-appointment-rank-tenure-faculty.html>). These materials should include the AR forms and any other department forms used for evaluating performance or tabulating information.

The ART document requires a minimum of two peer observations per review period. Departments must ensure that tenured faculty undergoing a 5-year comprehensive review meet this requirement and that the minimum two reviews occur over the course of five years and are at least 3 semesters apart.

Materials for Tenure, Promotion, and 5-Year Comprehensive Review must include a summary of student evaluations across the evaluation period.

- E. Required materials for First Year Tenure-Track Faculty Review & Reappointment

First Year Tenure-Track Faculty submit their SENTF, CV, syllabi, and all available peer and student evaluations to the department chair by the 3rd Friday in January.

The department chair reviews all relevant documentation and meets with the faculty member to discuss the review.

The department chair makes a recommendation for reappointment and notifies the faculty member, department PTR committee, Dean, and Provost by the 1st Friday in February.

Should the Chair's recommendation be for non-reappointment, the chair forwards all relevant materials to the department PTR committee and notifies the faculty member and the Dean by the 1st Friday in February.

The department PTR will convene to review the relevant documentation and vote in accordance with standard PTR procedure and make a recommendation for reappointment or non-reappointment by the 3rd Friday in February.

If the recommendation is for non-reappointment, the faculty member may begin their appeal to the President.

[This flowchart](#) outlines the process, including a timeline and chain of communication.

F. Required materials for First Year Lecturer Review & Reappointment

The first year review of lecturers shall follow the same procedures and timing as those established by UPTR committee for first year tenure-track faculty.

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

H. If the faculty member or the chairperson or program director participating in the evaluation process wishes to add a statement to their file rebutting or clarifying information or statements in the file, this information must be included in the evaluation portfolio in a special section entitled "Information Added." All documentation used as part of the consideration process must be included in the evaluation portfolio no later than November 30. The chairperson and/or dean may consider the rebuttal statement in their evaluation. The chairperson and/or

the dean will share the rebuttal with the department or college committee with approval from the faculty member.

- I. If the chairperson or program director participating in the evaluation process includes information in the faculty member's evaluation portfolio, other than their evaluation, that specific information shall immediately be made known to the faculty member undergoing evaluation and before any evaluation at the next level of review takes place. A failure to notify the faculty within five (5) business days will result in the material being removed from the evaluation portfolio.
- J. External evaluations may be conducted as part of a faculty member's tenure or promotion evaluation in the College of Fine Arts and Communication so long as the process for inviting and handling those external evaluations complies with University policy on external evaluations. Departments wishing to make use of external evaluations must include in their statement of PTR policies and procedures whether external evaluations will be used in all tenure and promotion evaluations or, if not, how the determination of when to seek external evaluations will be made and by whom.
- K. Department committees should consistently and objectively evaluate faculty members on the standards listed in the department guidelines. Department committees should review and comment on numeric scores and student comments of course evaluations and report on them in a representative and proportional manner. Department committees may also review and comment on grade distribution data and on any correlation between grade distribution and course evaluations.
- L. Committee letters should reference (clearly cite, explain, and apply) department standards of teaching, scholarship, and service; connect them to a faculty member's accomplishments with examples; and evaluate how the faculty member did not meet, met, or exceeded these department standards. Committee letters should reflect the main points of discussion, including dissent. Committee letters should employ a consistent format.
- M. All letters must be dated with the date of the final draft.

IV. Standards

- A. As specified in Appendix 3 of the University A.R.T. policy, the standards and expectations in this COFAC PTR document pertain to the evaluation processes associated with annual reviews, reappointment, third-year review, promotion, tenure, and comprehensive review.

- B. All faculty are responsible for meeting University standards and expectations, including but not limited to those listed in this section. Meeting the general expectations specified below is essential for a faculty member's performance to be judged satisfactory in an annual review or, cumulatively, across a longer period of evaluation.
1. A faculty member shall fulfill their workload agreement in the areas of teaching/advising, scholarship, and service; shall be available for consultation and advising during office hours; and shall meet all classes as scheduled.
 2. A faculty member shall be committed to collegiality and academic citizenship. Collegiality and academic citizenship refer to the role and responsibility of faculty in shared decision making through open and fair processes devised to provide timely advice and recommendations on matters that relate to curriculum, academic personnel, and the educational functions of the institution. The demonstration of high standards of humane, ethical, and professional behavior is fundamental to collegiality and academic citizenship. These concepts include mutual respect for similarities and differences among participants on the basis of background, expertise, opinions, and assigned responsibilities. Collegiality does not imply agreement; vibrant university communities must include the capacity for respectful disagreement among faculty members and administrators.
 3. A faculty member shall share the responsibility of university, college, and/or department governance. Faculty members must make themselves available to participate in the work of the department, of assigned committees, or of college and university processes in which faculty play an essential part (admissions activities, recruitment, accreditation, and a designated role in commencement could stand as examples of such wider processes).
 4. A faculty member shall participate each year in the faculty evaluation process as described in university, college, and department documents. Satisfactory participation includes the full completion of annual review forms and submission of the forms signed and accompanied by all documents required no later than the due date specified in the PTR calendar.
- C. Teaching: Teaching is the central purpose of Towson University and therefore all faculty recommended for promotion and tenure should be high quality teachers. The evaluation of teaching should consider classroom performance as well as other venues for teaching, the varied forms of investment faculty make in

preparation for teaching, and the faculty role in both formal and informal advising. Teaching can best be evaluated through multiple criteria, including but not limited to:

1. quantitative and qualitative student evaluations;
 2. visual representation over time of quantitative data from student evaluations;
 3. summaries of qualitative comments from student evaluation forms;
 4. copies of signed reports from peer observations of teaching;
 5. comments on teaching from department and chair letters evaluating the candidate;
 6. the candidate's reflective essay on their teaching;
 7. evidence of development of new courses, and/or new programs;
 8. evidence of the use of appropriate technologies to improve instruction;
 9. evidence of the use of contemporary theory and practice to improve instruction;
 10. professional awards for teaching excellence;
 11. grade distribution reports, including departmental averages.
- D. Scholarship: COFAC includes faculty from a wide variety of disciplines and with many different kinds of expertise. The COFAC PTR Committee therefore recognizes a broad range of activities under the heading of scholarship. Quantitative standards for evaluating scholarship are not appropriate, but the committee does follow these guiding principles:
1. Creative activity and traditional research are considered equally valid.
 2. A wide range of approaches to publication and creative activity are considered valid forms of research. The scholarly/creative value of specific works or activities must be carefully weighed. It is the responsibility of the faculty member to provide context for the contributions, details of the distribution, and peer recognition of online or other less traditional creative and scholarly contributions.
 3. An active and sustained program of scholarship/creative activity

Is required of all faculty recommended for promotion and tenure. This program should demonstrate a pattern of completed work consistent with the faculty member's appointment.

4. The Committee looks at peer review and dissemination as ways to validate a candidate's scholarship and/or creative activity. In presenting scholarly/creative materials in the portfolio, the faculty member should explain the review process and dissemination plan if the form or site of publication or the means of dissemination is not familiar to departmental colleagues.
 5. The Committee makes distinctions between local, regional, and national/international dissemination of research. A faculty member who speaks or performs only on campus will not receive the highest level of evaluation. On the other hand, some "local" venues are also of the very highest quality—e.g., a performance at the Kennedy Center, or a book published by Johns Hopkins University Press.
 6. The Committee recognizes that the Boyer model—Scholarship of Application, Scholarship of Discovery, Scholarship of Integration, Scholarship of Teaching—aptly describes the broad range of appropriate scholarship at Towson University.
 7. Faculty reviews of all types should give due attention to evidence of the faculty member's commitment to a discipline, interdisciplinary engagement, or national and international activities and to evidence of the faculty member's continuing professional development. Although some faculty may emphasize teaching or service more heavily in their workload assignments, all faculty are responsible for continuing to develop disciplinary or interdisciplinary expertise and for providing evidence of professional growth in their annual reviews or review portfolios.
- E. Service: The evaluation of service for faculty members shall rely on evidence of service contributions consistent with the faculty member's workload agreements. Evaluation should consider the extent and quality of service, not the mere fact of membership on a committee or a position held. The faculty member should sufficiently explain the type or substance of service outside the university to allow colleagues a reasonable basis for judgment of its extent and its relation to the mission of the university. Outstanding contributions at one level can balance more routine service at another level.

1. University engagement involves substantive participation in the shared governance activities of the department, college and university.
 2. Community engagement includes participation in the larger community (local, regional, national or global) outside the university in ways that may or may not be directly related to one's academic expertise, but in ways which advance the university's mission.
 3. Professional engagement includes activities in professional organizations or participating in other venues external to the university (local, regional, national or global) in which one's expertise is applied and which advance the university's mission.
- F. Chairs, who are responsible for supervising faculty, shall be evaluated in the additional category of leadership. Chair activities are reported as part of their annual review on the CAR form and constitute a minimum of fifty percent of the chair's workload by university policy. Departments shall recognize in their evaluation of chairs a distribution of responsibilities and expectations consistent with the chair's workload agreements. Evaluators will recognize that chair responsibilities may involve personnel matters or dealings with students governed by confidentiality, as well as other activities not readily visible to colleagues; such matters may not be reported or documented in detail.

Evaluators will nevertheless make judgments about the consistency, creativity, and fairness with which a chair has carried out the responsibilities of leadership, consistent with university policies and the responsibilities defined for the chair. Program directors who supervise faculty and who prepare annual reports on their activities may also be evaluated for leadership consistent with the proportion of their time committed to such work under their workload agreements.

G. Standards for tenure and promotion:

1. The faculty member recommended for tenure and promotion to Associate Professor shall hold the doctorate or recognized terminal degree in the field of specialization and show continuing potential for superior performance commensurate with the University's mission. The faculty member shall have demonstrated excellence in teaching, as determined through the evidence in the evaluation portfolio and the criteria of the department and college. The faculty member shall have demonstrated successful experience in research, provided evidence of a pattern of scholarship/creative activity meeting standards of dissemination and validation, and shown competence to offer graduate instruction, direct graduate research, or engage in interdisciplinary and/or national and international activities wherein applicable. The faculty member shall also

have supplied evidence of relevant and effective service, based on department standards.

2. The faculty member recommended for promotion to Professor shall have all of the qualifications of an Associate Professor and shall have established an outstanding record of teaching and scholarship/creative activity. The faculty member shall have demonstrated continuing excellence as a teacher during the period since promotion to Associate Professor, as evidenced in annual reports, syllabi, and other evaluative materials on teaching included in the evaluation portfolio. The faculty member shall have demonstrated additional accomplishments as a scholar/artist since promotion to Associate Professor at least equivalent to the pattern of completed work meeting the standards of dissemination and validation expected for the prior rank. The faculty member shall have presented evidence of relevant and effective stewardship, which could include, but is not limited to, the mentoring of junior faculty, leading committee work, coordinating guest speakers, artists, events, or other duties as determined by the department. The faculty member shall have presented evidence of relevant and effective service to the University, the community, and the profession, based on department standards, in the period after promotion to Associate Professor
 3. Any exceptions to the standards outlined above shall be consistent with the provisions of the Towson University ART policy, and the specific rationale for any recommendation involving an exception shall be spelled out in the appropriate letter of recommendation in the faculty member's evaluation file.
- H. Faculty members will be evaluated for Merit through a process separated from reappointment, third-year review, promotion and tenure, and five-year comprehensive review. For details see <https://www.towson.edu/provost/academicresources/meritpolicy.pdf>

V. COFAC PTR5 Calendar (partial; see the A.R.T. policy for the full PTR calendar)

a) The third Friday in June

Faculty members going up for promotion and tenure, promotion to Full, and 5-year comprehensive review submit an evaluation portfolio to the department chair.

Faculty submit a list of at least three (3) names of any additional faculty to be included on department tenure and/or promotion committee (if necessary) to the department chairperson and dean.

- b) The first Friday in September
Department chair approval of the list of additional faculty to be considered for inclusion in the department tenure and/or promotion committee is forwarded to the COFAC PTR committee. This procedure applies only if a department has fewer than three tenured faculty members available to serve on its tenure and rank committees.
- c) The second Friday in September
COFAC PTR committee convenes to elect a chair, consider additional faculty to be considered for inclusion in department tenure and/or promotion committees (if necessary), and organize a schedule of meetings.
- d) The third Friday in September
Final date for faculty to add information to update their evaluation portfolio for work that was completed before June 1 unless the schedule for review is modified.

COFAC PTR committee approves faculty to be added to a department's PTR committee (if necessary).

Faculty notify department chair of intention to submit materials for promotion and/or tenure in the next Academic Year.
- e) The second Friday in October
College PTR documents are due to the University PTR committee if changes have been made.
- f) The second Friday in November
The faculty member's evaluation portfolio, inclusive of the department PTR committee's written recommendation with record of the vote count, and the written recommendation of the department chairperson, are forwarded by the department PTR chairperson to the dean's office.
- g) November 30
All documentation to be used as part of the consideration process must be included in the evaluation portfolio.
- h) The first Friday in December
Department PTR documents are delivered to the COFAC PTR committee if any changes have been made.
- i) The first Friday in January

The COFAC PTR committee reports with vote counts and recommendations for faculty reviewed for tenure and/or promotion are submitted to the dean.

j) The third Friday in January

1. The dean's written evaluation regarding promotion and/or tenure with recommendation is added to the faculty member's evaluation portfolio.

2. The COFAC PTR committee's report with vote counts and recommendations and the dean's recommendation are conveyed in writing to the faculty member.

3. First Year Tenure-Track Faculty and Lecturers submit their SENTF, CV, syllabi, and all available peer and student evaluations to the department chair.

k) The first Friday in February

1. The college dean and the college PTR chair forward the summative portfolio inclusive of the committee's and the dean's recommendations of each faculty member with a recommendation concerning promotion and/or tenure to the Provost.

2. The department chair makes a recommendation for reappointment and notifies the faculty member, department PTR committee, Dean, and Provost.

l) The first Friday in March

Faculty under third-year review must be provided with written and face-to-face feedback on their performance toward tenure.

m) The third Friday in March

Provost's letter of recommendation is conveyed to the faculty member, department and COFAC PTR committee chairperson(s), dean, and president.

n) The third Friday in May

COFAC PTR Committee has been formed via election.