

**DEPARTMENT OF FINANCE
POLICY AND PROCEDURE
FOR
PROMOTION, TENURE,
REAPPOINTMENT, AND MERIT**

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DEPARTMENT OF FINANCE P&T POLICIES AND PROCEDURES

I. STATEMENT OF INTENT

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

II. DEPARTMENTAL COMMITTEE COMPOSITION

A. PTRM COMMITTEE:

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

1. Composition

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

2. Committee Duties

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

3. Duties of the PTRM Committee Chairperson

- It is the responsibility of the Committee Chairperson to coordinate and oversee all aspects of the PTRM process within the Department.
- He/she shall make sure that committees complete their work in accordance with the University calendar as specified in ART, the CBE PTRM and the Departmental PTRM (Appendix A)
- He/she shall see that the CBE and University PTRM Committees, the Dean of the College, and the Provost receive all PTRM materials that are to be forwarded to them from the department.
- The responsibilities of the PTRM Committee and its Chairperson are listed in Appendix F.

B. RANK COMMITTEES:

The Rank committees consider all questions of promotion and five-year comprehensive review.

1. Composition

- The Rank Committees shall consist of all tenured members of the department who hold rank higher than the person to be evaluated and also those who have served at least three years at the University regardless of tenure status.
- The Rank Committee for comprehensive review shall also include faculty members at the same rank as the faculty member under review, provided they also are tenured or tenure-track
- In the event that a rank committee has fewer than three members within the department, the rank committee will be expanded to three by including additional members from the CBE. The additional tenured faculty members shall be selected from a list of at least three (3) faculty members recommended by the faculty member under review. The faculty member shall submit the list of recommended faculty members on or before the third Friday in June. The department chairperson and the dean will review the list from the appropriate college and make recommendations by the first Friday in September. The college PTRM committee will select the additional faculty member(s) to be added to the committee on or before the third Friday of September of the review year.
- Persons on leave or sabbatical are eligible to vote on issues of promotion provided that they have reviewed the material and attended all Rank Committee meetings related to the candidate(s).
- Each Rank Committee elects its own chairperson and a secretary before deliberations begin.

2. Committee Duties

The rank committees make recommendations to the CBE PTRM Committee on issues of promotion and five-year review. The responsibilities of the committee members are listed in Appendix F.

3. Duties of the Rank Committee Chairperson

The chairperson of the committee will schedule proceedings, conduct the meetings and prepare recommendations to the College of Business and Economics Promotion and Tenure Committee in accordance with the ART and the Towson University Policy on Appointment, Tenure, and Rank (ART). The committee members shall begin assuming their duties following the meeting in which elected and shall serve a one-year term.

III. FACULTY STANDARDS AND EXPECTATIONS

The department chair will provide each new faculty by the second Friday in September of the academic year of initial appointment, a “Statement of Standards and Expectations for New Tenure-Track Faculty (SENTF)”. This will include:

1. Departmental expectations statement including any responsibilities peculiar to the faculty member’s position. See Appendix C.
2. A copy of the Department of Finance PTRM document.
3. A copy of the current Towson University ART.
4. Board of Regents and Towson University’s criteria for promotion.
5. A copy of the CBE PTRM document.

A. GENERAL

In accordance with the document “Towson University Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit,” all faculty members of the Department of Finance shall meet the following standards and expectations.

1. Be governed by all appropriate regulations and policies of the Board of Trustees, University Senate of Towson University, and the duly constituted officers of Towson University, as stated in the ART.
2. The Faculty Handbook establishes overall guidelines for procedures and substantive standards. Additional guides for interpretive questions are the AAUP Professional and Ethical Standards and AACSB Personnel Standards. Interpretations of faculty conduct will be based upon the ART.
3. “Two University policies, ‘TU Policy on Appointment, Rank and Tenure’ (ART) and ‘TU Policy on Faculty Workload and Responsibilities,’ provide a basis from which expectations common to all faculty, whatever their departmental affiliation, are developed. These University policies are consistent with their companion University System of Maryland (USM) policies and provide more specific direction on standards and expectations for faculty at Towson University. In

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

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

B. EVALUATION PROCEDURES

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

2. Quorum. All voting members of the Finance Department PTRM Committee shall be present at all meetings except under unusual circumstances. However, under no circumstances shall the Committee meet if less than a quorum (two thirds of voting members) is present.

3. Review/Evaluation. The Finance Department PTRM Committee shall review and approve or disapprove all applications for merit and tenure. The PTRM Rank Committees shall review and approve or disapprove all applications for promotion.

The Department PTRM Committee shall examine the materials submitted by each department for faculty recommended for promotion and/or tenure and shall decide whether to support or deny the recommendations. Information used for the decision are teaching performance; academic training and earned degrees; scholarship, especially publications in peer-reviewed journals, external grants and contracts; and service to the department, college, university, and community. The decisions should be consistent with the ART, CBE mission, standards and expectations for teaching, scholarship and service as outlined in this document, collegiality issues, and any other areas pertinent to the decision.

The Department chair shall submit written independent recommendations addressed to the Provost that shall become part of the candidate's file, going forward. The department chair shall serve as a non-voting member of the Department PTRM committee. The recommendations should not only be communicated to the Provost, but also to the CBE Dean, the department chairperson, the CBE PTRM committee chairperson, as well as the faculty candidate.

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

C. FIRST YEAR FACULTY REAPPOINTMENT

1. The Department PTRM shall evaluate each new faculty member's first semester performance and make a recommendation for reappointment. This evaluation shall be conducted and completed by the third Friday in January.

2. Each faculty member must prepare a portfolio describing their accomplishments for the first semester. The evaluation portfolio must include (1) Standards and Expectations of New Tenure-Track (SENTF) form. (Appendix C), (2) peer evaluations of teaching, (3) documentation of scholarship and service activities, (4) syllabi of current courses, and (5) a reflective summary of teaching, scholarship, and service.

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

4. The Department Chair may prepare an independent recommendation on reappointment to be included in each candidate's portfolio by the third Friday in January.

5. All Committee recommendations shall be conveyed in writing to the faculty member and the CBE Dean no later than the third Friday in January.

6. Negative recommendations shall be delivered in person, unless unfeasible or not in a timely manner, in which case the notification is to be sent by certified mail to the candidate's home.

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

1. Teaching and Advising

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

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

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

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

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

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

Standards for Advancement to Tenure and Promotion to Associate Professor

- Outstanding instruction as measured by student evaluations. Such evaluations should be commensurate with both the aggregate mean scores for the department's full-time, tenure and tenure track faculty and among those teaching different sections of the same course.
- Effective instruction as measured by exemplary peer evaluations for each year of the most recent five-year period.
- Effective advising as measured by availability to students, accuracy of advice given to students and knowledge about programs, policies, procedures, and career opportunities.

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

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

Standards for Promotion from Associate Professor to Professor to Professor:

- Excellent instruction as measured by student evaluation. Such evaluations should be commensurate with both the aggregate mean scores for the department's full-time, tenure and tenure track faculty and among those teaching different sections of the same course.
- Effective instruction as measured by exemplary peer evaluation for the most recent year of rank consideration.
- Effective advising as measured by availability to students, accuracy in advice given to students and knowledge about programs, policies procedures and career opportunities.

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

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

2. Scholarship

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

Expected scholarship standards include the following:

Standards for Advancement to Tenure and Promotion to Associate Professor: Faculty applying for advancement to tenure and promotion to Associate Professor should meet as a minimum for the most recent five-year period:

- Have demonstrated scholarship achievement congruent with the College PTRM requirements by publishing (or forthcoming) articles in peer-reviewed publications in a five-year period in quality journals as evaluated by the department PTRM Committee in accordance with any accepted CBE quality rankings and its own evaluation based on the Committee's expertise or based on independent sources. If the faculty member wishes to augment their documentation of the quality of their publication source, they may do so by providing 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.

Tenure and promotion decisions will normally be made concurrently; i.e., they are mutually inclusive and no favorable recommendation will normally go forward without having satisfied both decisions.

Standards for Promotion from Associate Professor to Professor to Professor:

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

- Have demonstrated scholarship achievement by publishing (or forthcoming) articles in peer-reviewed publications in a five-year period in quality journals as evaluated by the department PTRM Committee in accordance with any accepted CBE quality rankings and its own evaluation based the Committee's expertise or based on independent sources. If the faculty member wishes to augment their documentation of the quality of their publication source, they may do so by providing 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, 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.

3. Service

As faculty progresses through their career life cycles, it is anticipated that service will vary in terms of the roles and quality of commitments that are made to the institution, the profession and the greater community. Service is an important element not only in improving the quality of life of various stakeholders, but can also potentially make a significant contribution in the professional and personal development of the individual.

Standards for Advancement to Tenure and Promotion to Associate Professor:

- 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:
 1. 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).
 2. Contributions to practitioners and community that draw upon one's professional expertise (e.g. professional consulting).
 3. 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).

Standards for Promotion from Associate Professor to Professor to Professor:

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

E. COLLEGIALITY

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

F. CONFIDENTIALITY

All matters considered by the department PTRM Committee pertaining to the individual faculty member shall be held in strict confidence, and all outgoing correspondence shall be approved by the department PTRM Committee.

G. PROMOTION AND TENURE RECOMMENDATION NOTIFICATION

Promotion and/or tenure recommendations and decisions on merit appeals by the department PTRM Committee shall be summarized in a letter from the chair of the Committee to each of the faculty members involved in the decisions. Copies of each letter shall be provided to the chair of

the CBE PTRM Committee, and the College Dean. A record of the vote count shall be forwarded with the candidate's summative dossier to the CBE PTRM Committee and to the Dean of the College of Business and Economics. Negative recommendations shall be delivered in person by the department chair or sent by certified mail to the candidate's last-known address.

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

1. Materials Required from the Department

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

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

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

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

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

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

1. Current *curriculum vitae*.
2. Current AR (Annual Report) or CAR (Chairpersons' Annual Report) form.
3. Syllabi of current courses.
4. Evaluation, as appropriate, of teaching for the most recent five-year period.
5. Grade distributions by course for the most recent five-year period
6. Peer Evaluations.
7. Full-text copies of peer-reviewed scholarship for the most recent five-year period. For forthcoming articles, a letter of acceptance from the editor of the journal should be included along with a copy of the article.

8. Documentation supporting determination of sufficiency of quality of scholarship of all peer reviewed journal articles.
9. Evidence of service activities to the university, academy and the greater metropolitan community for the most recent five- year period.
10. Departmental recommendation letter, which must include a written report on the candidate's progress toward tenure.
11. A narrative statement in which the candidate describes how he or she has met the teaching, research, and service expectations required for promotion and/or tenure as outlined in the CBE PTRM document for the most recent five-year period.

A second dossier, approximately one inch in thickness, should also be submitted and arranged in the following sequence and placed in a three-ring binder with each section labeled and indexed with tabs. *The order or the materials in each section should be for the most recent year evaluated to the time of last promotion or year of hire.* This dossier will be forwarded to the Provost and Vice President for Academic Affairs.

Section I.

- *Curriculum Vita*
- A copy of one recent peer-reviewed publication or description of a comparable creative activity

Section II.

- University Forms: Completed and signed Annual Report (AR I II) or Chairperson's Annual Report (CAR I and II) forms arranged from the most recent year evaluated to the time of last promotion or year of hire.

Section III.

- Summary of Student Evaluations across the evaluation period. Faculty using the new university evaluation forms should submit the summary of results for each course received from the assessment office. Those using departmental or college forms should compile the data in a format that will allow analysis of trends over time.
- Include a narrative statement about individual teaching and/or advising philosophy and an interpretation of student and/or peer/chairperson evaluations
- For tenure, promotion, and comprehensive review, peer teaching evaluations shall be included.

Section IV.

- Summary statement describing correlation between expectations and accomplishments and integrating accomplishments in the areas of scholarship, teaching, and service.

Section V:

- Recommendations (to be added by the appropriate party)

- Written recommendation of the department rank committee and/or tenure committee, including the Department Summary Recommendation form,
- Written recommendation of the academic chairperson,
- Written recommendation of the CBE Promotion, Tenure, Reappointment and Merit Committee, and
- Written recommendation of the academic Dean.

3. Material Required for Three-year Review.

Sections I-IV of the Comprehensive Three-Year review binders will be identical to those of the promotion and tenure binders and will cover the five-years under review. Section V must include the following:

- Final evaluation of the departmental Comprehensive Review Committee.
- Letter of evaluation from department chair
- Letter of evaluation from academic Dean

4. Materials Required for Comprehensive Five-Year Review

Sections I-IV of the Comprehensive Five-Year review binders will be identical to those of the promotion and tenure binders and will cover the five-years under review. Section V must include the following:

- Final evaluation of the departmental Comprehensive Review Committee.
- Letter of evaluation from department chair
- Letter of evaluation from academic Dean
- Statement outlining goals and expected career development plans for the upcoming 5 year period

5. Materials Required for Merit/Annual Reviews

Faculty compiling their department merit/annual dossier should include the following:

- Current *Curriculum Vitae*
- Completed and signed Annual Reports (AR I and II) or Chairperson Annual Report (CAR I and II).
- Syllabi of courses during the year under review
- Evaluation of teaching and advising as appropriate including student evaluations and grade distributions for courses taught during the year of review
- Documentation of scholarship and service.

6. Appended Material to the Dossier

During the course of the evaluative process, the faculty member or an administrator participating in the process may add to the dossier information that became available after the deadline stipulated in the *Towson University Promotion, Tenure/Reappointment and Merit* calendar. The information shall relate specifically to the faculty member's performance as presented by either the faculty member in her/his dossier or in the administrators' evaluation of the faculty member's performance.

Additive material from either the faculty member or administrators shall be included in a special section noted *Information Added*. All documentation used as part of the review process must be included in the dossier no later than the third Friday in September.

If an administrator participating in the evaluation process includes information in the faculty member's dossier, 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.

If at any level 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.

I. APPEAL PROCEDURES

All appeals shall be made in writing. The time frame for appeals at all levels is twenty one calendar days beginning with the date that the negative judgment is delivered in person or the date of the postmark of the certified letter. The procedure for appeals is to be in accordance with section V of the University Appointment, Rank, and Tenure (ART) document.

IV. EVALUATION

A. GENERAL

Each finance faculty member shall be evaluated annually for a departmental merit salary increment and shall be evaluated for reappointment, tenure, and/or promotion according to the procedures as stated in this document and in the Faculty Evaluation Promotion, Tenure and Merits. As part of this evaluation process, each faculty member shall make available to the Department PTRM Committee a **Faculty Evaluation Dossier**, containing all relevant materials. The Dossier shall be placed in the departmental office by no later than the *third Friday in September* [Appendix A, Towson University Promotion, Tenure/Reappointment, and Merit Calendar].

Failure to submit all materials on time may adversely affect a committee's recommendation. Each faculty member shall be evaluated in three major areas: teaching, scholarly and service.

B. PERIOD OF EVALUATION

1. REAPPOINTMENT

Each non-tenured faculty shall be evaluated annually by the PTRM Committee for reappointment. P&T materials from all years since the date of hire shall be used in the evaluation.

2. THREE YEAR REVIEW

Each tenured faculty member will undergo a three-year review. At the conclusion of the fall semester during a candidate's third year at Towson University, the department PTRM Committee shall conduct a Third-Year Review of tenure-track candidates. The intent of the evaluation is to assess progress toward tenure and to advise and mentor the faculty member. This includes providing assistance where issues or shortcomings in the candidate's profile are identified and encouragement where progress is deemed satisfactory or exemplary. The PTRM Committee's evaluations of a candidate's interim progress will become part of the faculty member's file at the department level and shared with the Dean; however, it will not be forwarded to either the College PTRM committee or the Provost.

3. PROMOTION

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

1. The minimum years in rank for promotion to associate and full professor for faculty holding a tenured appointment is five-years. Generally, faculty may apply for promotion at the end of the fourth year; review of teaching and scholarship takes place in the fifth year; if successful, promotion takes place in the sixth year.
2. Faculty appointed as entry-level assistant professors, in tenure track appointments, are six years in a probationary appointment and promotion & tenure at the end of the fifth year, reviews often occur in the sixth year, and, if successful, tenured appointment begins in the seventh year.
3. 'Early promotion' is strongly discouraged and should be recommended in only the most 'meritorious' cases in which individuals truly have distinguished themselves in all three areas of teaching, scholarship, and service.
4. Generally, credit toward promotion & tenure, which abbreviates the years in rank, can be recommended by Deans and chairpersons and granted by the provost at the time of employment with the university based on years of relevant experience at another university and/or qualifying experience. This credit for years in rank then becomes part of the faculty member's contract with the university.

4. TENURE

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

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

5. DEPARTMENTAL MERIT

Each faculty member shall be evaluated annually by a merit committee for a departmental merit salary increment. The merit decision shall be based on the faculty member's performance in the three areas of teaching, research, and service.

6. FIVE-YEAR COMPREHENSIVE REVIEW

Each tenured faculty member will undergo a five-year comprehensive review. The five-year review is due five-years from the last formal review. The five-year review is conducted by the rank committee and is based on the faculty member's performance in the three areas of teaching, research, and service during the most recent five-year period. Faculty members eligible for the five-year review should submit their dossier to the chairperson of the PTRM committee by the *second Friday of August* in the evaluation year.

C. PEER EVALUATION OF TEACHING PERFORMANCE

All tenure track faculty are required to be observed and evaluated by their peers during their period to tenure. All tenured faculty going up for promotion or five-year review are also required provide peer evaluation as part of their dossier.

1. NON TENURED FACULTY MEMBERS

Evidence of effective teaching performance is an important part of the materials provided in support of the PTRM Committee's recommendation for reappointment and/or tenure and a rank committee's recommendation for merit.

- a. In-class peer evaluations shall be made each year until each non-tenured full-time faculty member is in his/her last year to achieve tenure. Peer evaluations are made individually and are announced. The visitation assignments are made by the Tenure Committee Chairperson, in consultation with the faculty member concerned, on the basis of discipline similarity to the evaluatee.
- b. Newly appointed faculty members are visited by two different evaluators during the fall semester of his/her first academic year and, again, by two different evaluators in the spring semester.
- c. After the first year, faculty to be evaluated are visited by at least two different evaluators (from the previous semester) during the spring semester of each year.

- d. Further visitations of a non-tenured faculty member's classes may be made at either the faculty member's request with the PTRM Committee Chairperson or when the PTRM Committee believes that it needs further data.

2. GENERAL PROCEDURES APPLICABLE TO ALL

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

D. STUDENT EVALUATIONS

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

V. CRITERIA AND PROCEDURES

A. PTRM COMMITTEE: REAPPOINTMENT DELIBERATIONS

1. CRITERIA FOR REAPPOINTMENT

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

2. PROCEDURES FOR REAPPOINTMENT DELIBERATIONS

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

B. TENURE COMMITTEE: THREE YEAR COMPREHENSIVE REVIEW DELIBERATIONS

1. DOCUMENTATIONS BY CANDIDATE

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

- a. Completed and signed AR (Annual Report Parts I & II) Forms;
- b. Current Curriculum Vitae
- c. Syllabi of courses taught during the years under review
- d. Evaluations of teaching and advising, as appropriate, and including the following:
- e. Student evaluation tabulated by the office of the department chairperson or an administrative entity other than the faculty member;
- f. Grade distributions for courses
- g. Documentation of scholarship and service
- h. Student and peer / chairperson evaluations of teaching and advising for the previous two years and the fall semester of the current year and
- i. A narrative statement in which the faculty member describes how he or she has met and integrated teaching, research, and service expectations based on his / her workload agreements for the period under review.

All documentation is due to the chair of the department by the Third Friday in January.

2. CRITERIA FOR PROGRESS TOWARD TENURE STATEMENT

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

- a. Must include an indication of whether or not the faculty member's work to date is leading towards a positive tenure and promotion decision; and,

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

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

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

3. PROCEDURES FOR THREE YEAR REVIEW DELIBERATIONS

The PTRM Committee shall review the candidate's progress portfolio and evaluate the candidate in three main areas: teaching performance, scholarly growth and service.

- Committee deliberations are closed.
- All rank committee decisions are made by a secret ballot, signed with the Towson University ID number and dated by the voting member and tallied by the Committee chair.
- A majority of those voting is necessary for a motion to carry.
- The PTRM Committee chairperson shall draft a letter in consultation with the other members of the committee.
- A copy of the progress towards tenure statement shall be sent to the Department Chair and the Dean of the College of Business and Economics.

4. COMMUNICATION OF PROGRESS TOWARD TENURE STATEMENT

Within two weeks from the time of the Rank Committee's decision or by the *first Friday in March*, the Committee Chairperson shall send each evaluated faculty member a letter providing the progress toward tenure statement. If the letter cannot be hand delivered to the candidate in a timely fashion, the letter is to be "sent by certified mail to the candidate's home."

C. RANK COMMITTEES TO EVALUATE FACULTY FOR PROMOTION

1. CRITERIA FOR PROMOTION

The criteria for promotion are those itemized in Section III, Faculty Standards and Expectations, with particular reference to Section D.

2. PROCEDURES FOR PROMOTION DELIBERATIONS

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

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

3. COMMUNICATION OF PROMOTION DECISIONS

Within two weeks from the time of the Rank Committee's decision or by the *second Friday in October*, the Committee Chairperson shall send each evaluated faculty member a letter providing the recommendation/non-recommendation for promotion and vote count. If the letter cannot be hand delivered to the candidate in a timely fashion, the letter is to be "sent by certified mail to the candidate's home."

4. LETTERS OF RECOMMENDATION

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

D. TENURE COMMITTEE: TENURE DELIBERATIONS

1. CRITERIA FOR TENURE

The criteria for tenure are those itemized in Section III, Faculty Standards and Expectations, with particular reference to the ART, Chapter 3.

2. PROCEDURES FOR TENURE DELIBERATIONS

The PTRM Committee shall first complete the process of discussing and deciding on tenure recommendations/non-recommendations for those persons eligible for tenure and shall then discuss and decide on the granting of reappointment/non-reappointment for those persons who are not yet eligible for tenure. Faculty members shall be evaluated in three main areas: teaching performance, scholarly growth and service.

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

3. COMMUNICATION OF TENURE DECISIONS

Within two weeks from the time of the Rank Committee's decision or by the *second Friday in October*, the Committee Chairperson shall send each evaluated faculty member a letter providing the recommendation/non-recommendation for promotion and vote count. If the letter cannot be hand delivered to the candidate in a timely fashion, the letter is to be "sent by certified mail to the candidate's home."

4. LETTERS OF RECOMMENDATION

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

E. DEPARTMENTAL MERIT DELIBERATIONS

1. CRITERIA FOR DEPARTMENTAL MERIT

The evaluation methods set forth here are consistent with and reflective of the roles and responsibilities of faculty members at Towson University.

There are four levels of performance assigned merit ratings over the faculty member's year of record.

- **UNSATISFACTORY** –(Developmental Plan Required, No Merit)

An unsatisfactory judgment shall be recommended when a faculty member has not met the minimum expectations for contracted duties of employment. A faculty development plan will be required and mentoring will be provided.

No merit can be awarded.

- **ACCEPTABLE** – (Fully meets expectations, but performance is not meritorious; No Merit)

An *acceptable* judgment shall be recommended when a faculty member has met the contracted duties of employment, however, is not compliant with the criteria for a meritorious recommendation.

- **MERITORIOUS** (Performance is noteworthy and exceeds expectations, Base Merit)

In addition to meeting the contractual duties of employment, a *meritorious* judgment shall be recommended when the faculty is deemed meritorious in teaching and one other category (research or service) and a judgment of acceptable or better in the third category.

A rating of meritorious shall mean at the minimum that (a) the faculty member has demonstrated strong teaching as acknowledged in the sources of evidence appropriate to an annual review, and in addition, (b) the faculty member has provided evidence of ongoing scholarly work through the annual report, whether that work has been published, or is pending publication, or constitutes other forms of intellectual contributions (e.g., peer-reviewed conference paper presentations, recipient of a research grant from an external agency or substantial editorial responsibilities for a quality peer-reviewed journal), or reflects evidence of significant manuscript development, and/ or (c) the faculty member has provided evidence of relevant and effective service to either the University, the community or the profession.

- **OUTSTANDING**- (Performance is truly exceptional, Base Plus Merit)

In addition to meeting the contractual duties of employment, an *outstanding* judgment shall be recommended when the faculty is deemed outstanding in teaching and one other area. The third area must be rated acceptable at a minimum.

In summary, the requirements for base merit and merit plus are:

Base Merit	
Teaching	meritorious
Scholarship	acceptable or meritorious
Service	acceptable or meritorious

One of these two areas must be meritorious; the other must be acceptable or better

Base-Plus Merit	
Teaching	outstanding
Scholarship	acceptable <i>or</i> outstanding
Service	acceptable or outstanding

One of these two areas must be outstanding; the other must be acceptable or better

The following section defines the standards for levels of performance.

Section I: Teaching

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

ACCEPTABLE:

A faculty member is deemed to have acceptable teaching if the faculty member has met all of the following:

- a. Be responsible to meeting classes, preparing course syllabi, holding office hours, and evaluating student performance through acceptable instruments.
- b. Good quality instruction as measured by student evaluations which rely, but not solely, on a simple average of the main evaluation metrics. Such evaluations should be commensurate with both the aggregate mean scores for the department's full-time, tenure and tenure track faculty and among those teaching different sections of the same course.
- c. Advised students as required by the department with positive feedback.

MERITORIOUS:

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

- a. Strong quality instruction as measured by receiving “good” evaluation rating from both peer and student evaluations which rely, but not solely, on a simple average of the main evaluation metrics, compared to other Finance department evaluation ratings.
- b. Revising course content to reflect the timeliness and appropriateness of the subject (e.g., adopted new text, introduced new cases or computer exercises, projects)
- c. Attendance at a professional development workshop (e.g., new teaching methodologies, use of information technology, etc.)
- d. Advised students as required by the department with strong positive feedback.
- e. Contributions to the development of pedagogy.
- f. Unsolicited letters from students or alumni.
- g. Receiving a teaching grant or contract
- h. Showing flexibility in accepting course workloads that include new topics, areas, and course formats; including graduate teaching, new course preps, online/hybrid course sections and off-site venue

OUTSTANDING:

A faculty member is deemed to have outstanding teaching if the faculty member has met the meritorious standard, and one or more other items of the following:

- a. Superior quality instruction as measured by consistently receiving excellent evaluation rating from peers and student evaluations which rely, but not solely, on a simple average of the main evaluation metrics, compared to other Finance department evaluation ratings.
- b. Teaching a graduate level course
- c. Development of a new online course or initial conversion of a class to an online format
- d. Submission of evidence of quality teaching. This information may be (but is not limited to):
 - evidence of student learning (student comments, projects, etc.)
 - introduction of an innovative teaching technique
 - integration of technology in the classroom
- e. Teaching award
- f. Receiving a teaching grant or contract
- g. Advised students as required by the department with strong positive feedback.
- h. Unsolicited letters from students or alumni

Additional evidence of high-quality or excellent instruction may be submitted to support evidence of effectiveness in teaching and advising, including, but not limited to, comments by students, exemplary peer evaluations, teaching awards, teaching development funds, developing new courses, et cetera.

Section II: Research

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

ACCEPTABLE:

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

MERITORIOUS

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

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

OUTSTANDING

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

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

Section III: Service

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

ACCEPTABLE:

- a. Service as a contributing member on at least one department or college committee
- b. Attending all departmental and CBE meetings
- c. Attended the University commencement ceremony as per departmental arrangements.

MERITORIOUS:

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

OUTSTANDING:

A faculty member is deemed to have achieved outstanding service if the faculty member has accomplished two or more of the following:

- a. Chaired a departmental or college committee
- b. Served on two or more college or university committees
- c. Served as an editor of a publication
- d. Served on the editorial board of scholarly journal(s)
- e. Been elected or appointed member of university or college committee or task force
- f. Engaging in activities designed to produce external support for the College University and its programs (both financial and non-financial)
- g. Serving on one or more of the following:
 - working with civic or social organizations in the community
 - providing free consulting activities with local organizations/groups
 - interviewing with print, radio or television station
 - disseminating research/consulting reports to the business community
 - conducting seminars, presentations, colloquia for cohorts
 - conducting professional development seminars
 - serving as a track or session chair, discussant, or reviewer for a professional conference
 - serving as a textbook reviewer
 - serving as a reviewer for a regional/national/international journal
 - preparing text study guides, instructors manual and test banks

The department shall recognize excellence in Service as evidenced by proof of relevant and effective service either to the University, the community or the profession. Leadership roles, such as committee chairmanship or recognition by appointment on special committees, are one reflection of such excellence. Such examples are provided to be indicative but are not exhaustive of such services.

2. PROCEDURES FOR DEPARTMENTAL MERIT DELIBERATIONS

After the process of deciding on merit recommendations is complete, the PTRM Committee shall then make recommendations for departmental merit to the CBE PTRM Committee. The PTRM Committee shall make a recommendation for a specific level of departmental merit. While the Committee may decide to recommend an individual for departmental merit one year, it may take note of the fact that an improvement may need to be made in one or more areas in order for that individual to receive a favorable merit recommendation the following year. For a person who received a letter in the previous year suggesting that an improvement may need to be made, the committee shall determine whether or not satisfactory improvement has been made in that/those area(s) in consideration of merit for the current year.

- Committee deliberations are closed.
- All PTRM committee decisions are made by a secret ballot.
- A majority of those voting is necessary for a motion to carry.
- The PTRM Committee chairperson shall draft a letter in consultation with the other members of the committee.
- In cases of support or decline of promotion with majority votes, the PTRM Committee Chairperson sends a letter to the CBE PTRM Committee.
- In the event of tie vote, the committee shall submit a letter to the CBE PTRM Committee providing descriptive comments from both sides.
- In addition, copies of the letter of recommendation shall be sent to the Department Chair and the Dean of the College of Business and Economics.

After the Merit Committee completes determination of the level of merit for all merit candidates, each individual shall be notified by the Committee Chairperson.

3. COMMUNICATION OF DEPARTMENTAL MERIT DECISIONS

Within two weeks from the time of the Rank Committee's decision or by the ***second Friday in October***, the Committee Chairperson shall send each evaluated faculty member a letter providing the recommendation/non-recommendation for promotion and vote count. If the letter cannot be hand delivered to the candidate in a timely fashion, the letter is to be "sent by certified mail to the candidate's home."

4. LETTERS OF RECOMMENDATION

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

VI. APPEALS

A. PROCEDURAL APPEALS OF DECISIONS ON MERIT AND/OR PROMOTIONS

A faculty member who believes that inadequate or improper consideration was responsible for what is considered to be a negative recommendation on merit and/or promotion has the option to first discuss the matter with the department chairperson. If the matter is not resolved at this point, the faculty member should direct a formal appeal to the college PTRM committee. The appeal, accompanied by supporting material should be directed to the Dean of the College for the College PTRM committee. Appeals that are based on procedural flaws should be directed to the University Promotions and Tenure Committee which will, upon appeal, investigate to determine whether inadequate or improper consideration was responsible for the decision. The University Promotions and Tenure Committee will forward its recommendations to the Provost.

B. MERIT OR PROMOTION APPEALS BASED ON FAULTY JUDGMENT

A faculty member who believes that incorrect or faulty judgment(s) was responsible for what is considered to be a negative recommendation on merit and/or promotion may begin an appeal at the next level at which the adverse decision was made.

C. APPEALS OF DECISIONS NOT TO REAPPOINT OR NOT TO GRANT TENURE

In the event of a decision not to renew an appointment or not to grant tenure, the faculty member must be informed of the decision in writing, and if the person so requests should be advised of the reason(s) which caused or contributed to that decision. In all cases concerning decisions not to reappoint or not to grant tenure, appeals should be directed to the College PTRM committee. Appeals that are based on procedural flaws should be directed to the University Promotions and Tenure Committee which will, upon appeal, will investigate to determine whether inadequate or improper consideration was responsible for the decision. The University Promotions and Tenure Committee will forward its recommendations to the Provost.

D. FINAL APPEALS

Within the University, final decisions on any appeal rests with the President of the University.

E. PROMOTIONS AND TENURE DEADLINES FOR FILING APPEALS

“Appeals of department decisions should be filed within 15 business days of written notification of the decisions.”

VII. APPENDICES

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

First Friday in May

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

Third Friday in June

All Departmental members must submit an evaluation portfolio to the Department Chair. This evaluation portfolio should consist of the relevant items described in Section 8.b of the CBE PTRM Standards and Procedures.

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

August 1

Tenure Track faculty in the third or later year of academic service must be notified in writing of non-reappointment prior to the third or subsequent academic year of service if the faculty member's appointment ends after the third or subsequent year of service.

First Friday in September

If the composition of the Departmental PTRM or Rank Committee is less than three, additional faculty from the CBE must be selected by the faculty and approved by the Departmental Chair to bring the membership of that Committee to three.

Third Friday in September

A. Faculty wishing to apply for promotion or tenure in the next academic year must notify the Department Chair.

B. If the Department PTRM or Rank Committees need additional members from outside the Department, those members selected on the First Friday above must be approved by the CBE PTRM.

C. Final date for additions to, or revisions of, the evaluation portfolios submitted on the Third Friday in June

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

Fourth Friday in September

Department Chair notifies faculty, Dean and Provost of any Department member's intention to apply for promotion an/or tenure the following academic year.

Criteria for faculty promotion, tenure and merit will conform to the requirements of the CBE PTRM Procedures and Standards, Section 5, a. teaching, b. scholarship, c. service, and d. collegiality. Department Chair's Merit recommendation will encompass both the above criteria and their performance as an administrator.

Second Friday in October

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

Fourth Friday in October

Department Chair's written evaluations for all reappointments, promotion and tenure applications, and five-year reviews are added to each faculty's evaluation portfolio.

Both the Chair's evaluations and the Department PTRM's recommendations and vote counts are conveyed to the individual faculty member.

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

Second Friday in November

Faculty member's evaluation portfolios (including Chair and PTRM written evaluations and vote counts) are forwarded to the Dean's Office.

November 30th

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

First Friday in December

Final Departmental PTRM recommendations and vote counts are delivered to the CBE PTRM.

Second Friday in December

First-year tenure track faculty submit an evaluation portfolio for the Fall Semester to the Department Chair. This evaluation portfolio should consist of the relevant items described in Section 8.b of the CBE PTRM Standards and Procedures.

First Friday in January

The Department PTRM Committee reports with recommendations and vote counts on all first year faculty are submitted to the Department Chair.

Third Friday in January

The Department PTRM recommendations for reappointment or non-reappointment of first year faculty are forwarded to the Dean and to the faculty member. Appeals must be written and made within 21 calendar days of the date the negative decision is delivered. The procedure for appeals is detailed in Section V of ART.

Documentation of third year review of tenure track faculty is submitted by the faculty member to the Department Chair. This documentation should consist of the relevant items described in Section 8.b of the CBE PTRM Standards and Procedures.

The First Friday in February

The Dean sends a summary portfolio with recommendations for reappointment/non-reappointment, promotion and tenure to the Provost.

The Second Friday in February

The Dean sends merit recommendations to the Provost.

March 1

First year faculty notified of non-reappointment by the University President.

First Friday in March

Faculty under third year review receive face-to-face and written feedback from the Department Chair on their performance.

APPENDIX B: ANNUAL REPORT (AR)

I. Reporting on Activities for Academic Year

From June 1,		Through May 31,	
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General Information

Name:			
Rank:			
Department:			
Area of Specialization:			
Appointed to TU faculty at rank:		in year:	

Promotion History

To rank:		in year:	
To rank:		in year:	
To rank:		in year:	

Formal Degrees

- A. Highest degree earned, with date and name of granting institution. If received since June 1, XXX, attach proof.

--

- B. If candidate for an advanced degree, indicate work completed since June 1, XXXX and present status. Corroborative material and/or transcript must be attached.

--

II. Teaching

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

- A. List all of your regular classroom teaching assignments for the _____ fall, mini, spring, and summer semesters, including evening courses. Attach syllabi (must contain general and specific objectives of the course, forms of academic evaluation, and standards expected) for all courses listed.

Course Title/Number	Credit Hours	Contact Hours	Number of Students Responding/Enrolled	Quantitative Rating

- B. Non-classroom assignments which are part of your regular on-load teaching assignment (i.e., coaching, directorships, supervision of student teachers).

--

- C. New instructional procedures which you have introduced this year (special projects, new courses and/or materials).

--

- D. Advising (including number of students, whether majors, undeclared, or interdisciplinary students)

--

Correlation Statement

If your productivity did not match your projections for academic year XXXX-XXXX, please explain.

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III. Scholarship (attach corroborative material where appropriate)

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

--

Correlation Statement

If your productivity did not match your projections for academic year XXXX-XXXX, please explain.

--

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

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

Institution:	
Discipline:	
Community:	

Correlation Statement

If your productivity did not match your projections for academic year XXXX-XXXX, please explain.

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ANNUAL REVIEW (AR)

Part II

AGREEMENT ON FACULTY WORKLOAD EXPECTATIONS FOR ACADEMIC YEAR

June 1, XXXX-May 31, XXXX

I. Teaching

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

- A. List all of the regular classroom teaching assignments planned for the XXXX-XXXX academic year.

--

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

--

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

--

- D. Advising (including number of students, whether majors, undeclared, or interdisciplinary students)

--

II. Scholarship

Percentage of	
---------------	--

workload:	
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--

III. Service (for any of these activities which are part of your workload, please indicate)

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

Institution:	
Discipline:	
Community:	

SIGNATURES

Faculty Member:		Date:	
Chairperson of Department:		Date:	
Dean of College:		Date:	

**APPENDIX C: STATEMENT OF STANDARDS AND EXPECTATIONS FOR NEW
TENURE-TRACK FACULTY (SENTF)¹**

Name _____ Rank _____

Department of Finance

- I. Faculty members will abide by the following documents:
 - A. The Faculty Handbook, especially those sections which address faculty rights and responsibilities, contractual policies, and policies for promotion, merit, and tenure review.
 - B. The policies and procedures of the College of Business and Economics Promotion and Tenure Committee.
 - C. The policies and procedures set forth in the Department of Finance promotion and tenure document.

- II. Faculty members will observe the following general University and College of Business and Economics expectations:
 - A. Excellence in teaching and advising.
 - B. Professional growth and scholarly activity.
 - C. Service to the department, college, and University, and/or UMS.
 - D. Collegiality and academic citizenship.
 - E. Possession of the appropriate terminal degree. Faculty members who do not hold an earned doctorate or other appropriate terminal degree at the time of appointment are expected to earn that degree as soon as possible. Only in extraordinary cases will tenure be recommended for an individual not holding the doctorate or other appropriate terminal degree.

- III. Faculty members will observe the following more specific requirements of the Department of Finance.

¹ This is an adaptation of the statement of expectations identified in the "TU Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit," and is to be understood within the context of that total policy. Where incomplete, the form will be customized for the individual joining the faculty.

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

- IV. An overall performance evaluation, supported by the Faculty Annual Report (AR), peer evaluations, and student evaluations will be the basis for all recommendations of merit increments, reappointment, promotion, and tenure. The quality of all activities -- teaching, scholarship, and service -- is assessed by the department committees and the college committee in arriving at recommendations.
 - A. Non-tenured faculty members will be formally evaluated each year during the probationary period. An important part of this evaluation is the classroom observations by tenured faculty members. Each classroom observation is followed by the submission of a written evaluation, to the faculty members observed and to their P&T file.
 - B. All faculty members are subject to an annual evaluation by the appropriate departmental committee(s) for purposes of recommending promotion and/or merit increment. All promotion and merit increment recommendations will be based on meritorious performance appropriate to the faculty member's rank. The following will be considered in this evaluation:
 - 1. Excellence in teaching, as evidenced by peer evaluations (including classroom observations; review of syllabi, textbooks, examinations, and other materials; review of grading standards and procedures), student evaluations, and advising activities.
 - 2. Scholarly activity and professional growth, as evidenced by publication of books, articles, reviews, [optional depending on department: "poetry and fiction, computer programs, audio and video productions"] appropriate to the individual's role and professional development at Towson; presentation of papers and lectures; grants development and participation; new course development and development of new competencies needed by the department; revision of courses; attendance at and participation in conferences and workshops; [optional depending on department: reference to artistic performance appropriate to that department and position] research; and other professional activity.
 - 3. Service to the department, college, University and UMS, as evidenced by committee activities, the development of new programs, and other activities.

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

V. Probationary Period

The probationary period shall be that stipulated in the faculty member's letter of appointment. Normally, and unless stated otherwise in the letter of appointment the probationary period shall be seven years at the rank of Assistant Professor, and from one to four years at the ranks of Associate Professor and Professor; these probationary periods do not include any years of prior service at other institutions or at Towson State University unless such has been negotiated in advance and incorporated in the individual faculty member's letter of appointment.

The tenure review takes place in the penultimate year of the probationary period (in the sixth year of a seven-year probationary period, the third year of a four-year probationary period; in the case of a one-year probationary period, the tenure review takes place during that year). The department may in exceptional circumstances make a tenure recommendation earlier than the normal tenure review date. Any recommendation for promotion prior to the normal tenure review date must be accompanied by a recommendation for tenure.

If the department recommends tenure or both promotion and tenure prior to the normal tenure review date, and tenure or promotion and tenure is/are not granted, the faculty member remains eligible to be considered for tenure and promotion until the normal tenure review date, which is the final consideration for tenure.

VI. Specific Expectations of New Faculty Members

Newly appointed faculty members are asked to complete certain assignments related to the area(s) of specialization for which they were hired. The specific expectations for your first year of employment are noted below.

A. Identification

Name: Insert faculty member's name

Rank: Insert faculty member's rank

Date of appointment: Use beginning of semester in

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

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

B. Assignments

1. Teaching

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

2. Course Development

List existing courses the faculty member is expected to revise, new courses the faculty member is expected to develop -- where possible, give timetable (e.g., do so much in the first year, the second year, etc.)

3. Advising

Specify when the faculty member is expected to begin advising, and whether advising will be for a specific subset of majors (e.g., only those within a particular concentration), or whether advising will include undeclared and/or interdisciplinary students.

4. Scholarship

Achieve a consistent record of high quality scholarly growth, through such activities as presentations at professional conferences and research leading to pedagogical or scholarly publications. Use the above language or modify it to make it more specific to the particular faculty member.

5. Department Service

List expectations concerning committee service, review of library holdings and ordering of library books, and any specific departmental duties the faculty member has been hired to do (e.g., develop a computer instruction lab, serve as coordinator of a program, a concentration, or an institute).

6. College, University and/or UMS Service

At least by the third year of probationary service, seek election or appointment to one of the standing or ad hoc committees of the College, the University and/or the UMS.

Use the above standard language.

C. Assignments for subsequent years will be determined annually by the chairperson in consultation with you, based on the University's workload policy, and with reference

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

SIGNATURES:

Faculty Member

Date

Department Chairperson

Date

Dean of College/School

Date

APPENDIX D: CONSIDERATION FOR PROMOTION FORM

To: Tenure Committee Chairperson

Subject: Evaluation for Promotion

Please be advised that I wish to be considered for promotion by my Rank Committee during the fall deliberations of the next academic year. Being submitted on or before the second Friday of the spring semester, I am providing one semester's advance notice of my desire for consideration for promotion. I also reserve the right to be evaluated for promotion in subsequent years.

Signed _____

Date _____

APPENDIX E: PEER VISITATION REPORT

DEPARTMENT OF FINANCE

Faculty member visited

Visited by _____ Date

Course title and number

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

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

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

III. Class Conduct: Evaluate the level of participation, interest, preparedness, and general class reaction to the teaching process.

Signed _____
Evaluator

Signed _____

(Read and understood) Instructor _____

APPENDIX F: TENURE AND RANK COMMITTEE MEMBER RESPONSIBILITIES

1. Read University, College, and Department P&T policy and procedure statements.

2. Committee Chairperson's responsibilities:
 - a. Inform all committee members of meeting dates in accordance with established timetable and provide the names of persons being considered for reappointment, tenure, promotion, and merit.
 - b. Evaluate all P&T materials of candidates.
 - c. Provide a summary of the committee members' comments to all committee members.
 - d. Conduct all P&T deliberations.
 - e. Notify each candidate for departmental merit
 - (1) verbally of his/her failure to receive a recommendation for departmental merit from the Tenure Committee.
 - (2) in writing and within one week after the meeting at which a recommendation for departmental merit is made.
 - f. Submit all appropriate documents on a candidate to the correct location for the next level of evaluation.
3. Secretary's responsibilities
 - a. Have all P&T materials of each candidate available at every P&T meeting.
 - b. Evaluate all P&T materials of candidates.
 - c. Assist the Committee Chairperson in notifying all committee members of meeting dates and places.
 - d. Maintain comprehensive minutes of the proceedings which are reviewed and approved by Committee and filed in the departmental office.
 - e. Assist the Committee Chairperson in preparing and submitting all appropriate documents on a candidate to the next level of evaluation.
4. Member's responsibilities
 - a. Be present for all P&T meetings unless excused by the Department Chairperson.
 - b. Independently evaluate all P&T materials of candidates.
 - c. Discuss each candidate's teaching performance, scholarly growth, and service.
 - d. If on a Rank Committee, make a final rating of each candidate prior to the last committee meeting using the Rating Forms.
 - e. Give rationale in case of ties (if on a Rank Committee) and where extreme ratings are assigned (highest and lowest for a candidate).
 - f. Write letters for candidates recommended for reappointment, tenure, promotion, or departmental merit or letters for candidates not recommended for departmental merit.
 - g. Conduct office and classroom visitations, if necessary.

APPENDIX G: DEPARTMENTAL GOALS

The goals of the department embody the philosophy of Towson University by attempting to maintain the highest quality of teaching and scholarship possible in contributing to the

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

FACULTY

1. To select and hire, without regard for race, color, and creed, qualified faculty members to meet the general and special course and counselor needs of the student body.
2. To preserve the established Workload Policy of the department [**Appendix H**] which contains provisions designed to facilitate and encourage faculty members to meet the needs of students, department, school, university, and community.
3. To require full-time faculty members to adhere to the P&T policies of the department, school and university, and to the Faculty Standards and Expectations [**Appendix C**].
4. To require part-time faculty members to adhere to the department, school, and University policies governing part-time faculty members.
5. To support all meritorious School and University activities.
6. To encourage innovation, but always tempered by the need for reasonableness and course content.
7. To reward teaching and research accomplishments on the part of faculty members through such means as release time, public announcements of accomplishments, and the like.
8. To encourage a level of productivity in the area of scholarly growth to accomplish AACSB accreditation of the CBE at the undergraduate level.
9. To encourage the maintenance and development of ethical standards and to convey those ethical and professional standards to our students.

STUDENT

1. To develop a general understanding of personal and group behavior.
2. To instill an awareness of the fields of specialization available.
3. To provide advising on an individual and group basis.
4. To encourage intellectual and experimental growth through student organizations.
5. To reward accomplishment on the part of students through such means as honors, and the like.

CURRICULUM

1. To continue offering and developing a broad spectrum of special and general interest courses, consistent with the availability of faculty, staff and physical and monetary resources, to meet the needs of students.
2. To develop and implement a major in Finance in a way that does not conflict with the goals of the CBE.
3. To develop and offer service courses needed by other departments and to articulate courses consistent with the needs of the departments concerned.
4. To require a core of courses of all majors for general knowledge and specialization.
5. To plan for the orderly change and development of new courses needed by students as societal needs change.
6. To enforce course prerequisites thereby allowing substantive depth in all courses offered by the department.

ADMINISTRATION

1. To provide the best service support possible to facilitate teaching efficiency and effectiveness.
2. To minimize the administrative burden on all faculty members in order that they may concentrate their time and efforts on teaching, research and service activities.
3. To develop and improve methods of advisement and registration processing for students that simultaneously reduce the burden on the department staff and the faculty.

APPENDIX H: DEPARTMENTAL WORKLOAD POLICY

1. Philosophy

The goal of this workload formulation is to maintain the highest possible quality of teaching and to provide additional time for scholarly growth.

2. Requirements

In order to accomplish the goal stated, certain requirements must be met, to include the following:

- a. The establishment of a reasonable and equitable teaching load.
- b. The provision for adequate course-related commitments, such as counseling and supervision of field experiences, independent readings, and research.
- c. The satisfaction of departmental, teaching-related support functions, such as coordination of programs and courses, long-range planning, etc.
- d. The support of school and university-wide teaching-related activities.

3. Teaching Load

The basic load will be 12 contact hours per week or as modified in Item 8.

4. Contact Hours

- a. Each 50 minutes spent in the classroom for a lecture, class discussion or audio-visual presentation (film, videotape, slides, etc.) shall be one contact hour.
- b. This definition is subject to modification, as provided below.

5. Office Hours

- a. The minimum requirements will be for three hours, weekly.
- b. All office hours must be clearly posted on the office door and, also, reported to the office secretaries for dissemination to interested parties before the beginning of the semester.

6. Advisees

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

7. Advisees

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

8. Release Time

- a. Release time will be requested from the Dean of the School upon the approval of the Department Chairperson for overload compensation and for specific projects approved by the Department Chairperson.
- b. Each contact hour of release time should result in the expenditure of at least three clock hours (not to include office hours reserved for students) to engage in the activities mentioned in Paragraph a.
- c. The basis for this figure is that each contact hour with students requires a minimum of one hour in class and two hours of preparation, administration, and student advisement time.
- d. Research Assigned Time will be requested through the CBE D&R Committee.
- e. A reduced number of contact hours can be requested from the Department Chairperson through the use of double sections. Double-section release time should be awarded to those faculty showing the most research productivity and/or have the most research potential. If research productivity is not enhanced by the double-section release time, that release time should be redistributed among the faculty.

9. Class Size

In keeping with the basic philosophy of the University for a small student/faculty ratio in a class, when class size exceeds the normal enrollment for a section (such as double sections), the faculty will assure that individualized student assistance will be available.

10. Class Preparations

A teaching load shall not exceed three different courses preparations per semester, with two as the norm.

11. Departmental, School, and University Committees

- a. Each faculty member will be expected to serve on no more than two permanent committees of the department, as a normal part of his/her duties.
- b. Each faculty member will be expected to serve on no more than one school or university committees as a normal part of his/her duties.
- c. The requirement will be reduced by one when the individual serves as an officer of a committee, e.g. chairperson or secretary.