

Towson University
Department of Chemistry

**PROMOTION, TENURE,
REAPPOINTMENT AND MERIT
DOCUMENT**

*For Use starting in Fall 2020
for Academic Year June 1st 2020 – May 31st 2021*

Approved by Faculty of the Department of Chemistry

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INTRODUCTION

This document provides guidelines for evaluating all full-time faculty, to include tenured and tenure-track faculty members, clinical faculty and full-time lecturers. The document provides guidance for making recommendations for tenure, promotion, reappointment, third year review, five-year comprehensive review and merit of tenured and tenure-track faculty members. The document also provides guidance for making recommendations for merit of lecturers and clinical faculty members. The Promotion, Tenure, Reappointment and Merit (PTRM) document must be approved by the tenured and tenure-track faculty of the Department of Chemistry each academic year at a faculty meeting held prior to the first Friday in December.

No preconceived scheme can detail the handling of every circumstance that arises in evaluating faculty, and the Promotion, Tenure, Reappointment and Merit (PTRM) Committees are charged to follow these procedures as closely as possible. Committee members should deal with exceptions not covered by this document according to their best judgment, and suggest any modifications of procedure to improve the fairness of the PTRM process as it applies to the Department of Chemistry.

General information regarding University System of Maryland (USM) policy on evaluation, promotion, tenure, and permanent status may be found in:

- a. The Board of Regents [University System Policy on Appointment, Rank, and Tenure of Faculty](#)
- b. The [Towson University Policy on Appointment, Rank and Tenure of Faculty](#)
- c. The Jess and Mildred Fisher College PTRM document, part of the [FCSM Promotion and Tenure Policies](#)

I. STATEMENT OF STANDARDS AND EXPECTATIONS FOR FACULTY

A. UNIVERSITY, COLLEGE, AND DEPARTMENT POLICY DOCUMENTS

Faculty members will abide by the policies outlined in the following documents:

1. The Towson University [Faculty Handbook](#) especially those sections which concern faculty rights and responsibilities, contractual policies, and policies for promotion, tenure, merit and review.
2. The [policies and procedures of the FCSM PTRM Committee](#).
3. The Department of Chemistry policies and procedures for Promotion, Tenure, Reappointment and Merit set forth herein.

B. UNIVERSITY AND FCSM EXPECTATIONS

Faculty members will observe the following general University and Fisher College of Science and Mathematics expectations:

1. Excellence in teaching.
2. Professional growth and scholarly activity.
3. Service to the Department, the College, and the University.

C. FACULTY PERFORMANCE EVALUATION

Recommendations for Reappointment, Third-Year Comprehensive Review, Promotion, Tenure, Comprehensive Five-Year Review and Merit shall be based on an overall performance evaluation based on materials submitted in the evaluation dossier.

The quality of all activities, (teaching, scholarship, and service) will be assessed by the appropriate department committees. All Reappointment, Third-year Review, Promotion, Tenure, Comprehensive Five-Year Review and Merit recommendations will be based on the procedures in the Towson University Department of Chemistry Promotion, Tenure, Reappointment and Merit (PTRM) Document. Procedural details for these evaluations are presented separately in subsequent sections of this document.

All recommendations shall be conveyed in writing to the faculty member, inclusive of any department chairperson recommendation and a record of the vote count no later than the fourth Friday in October. Non-reappointment recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member's last known address.

A prerequisite for a robust evaluation process is the cooperation of the department Chairperson and faculty members to produce the Annual Faculty Workload Expectation (AFWE, or Annual Report – Part II) across the department that are equitable, and that seek to meet both individual professional goals and departmental goals. The department Chairperson shall invite faculty members to meet individually during the spring semester each year to discuss goals and expectations. Those discussions will help to shape the AFWE for the next academic year that will be written by each faculty member.

The faculty member's Evaluation Record, inclusive of the written recommendation of the department chairperson shall be forwarded by the department PTRM Chairperson to the Dean's office no later than the second Friday in November.

In the event that any department PTR or merit committee member feels strongly that a minority report should be submitted, the guidelines below, approved by the FCSM PTRM committee, must be followed. These guidelines apply to tenure, promotion, five-year review, reappointment, and merit:

The Department Chairperson and the candidate must be notified by the chairperson of the PTRM committee that a minority report is expected. The report shall include a MINORITY REPORT header and an initial sentence in the body of the report clearly indicating that the document is a minority report. The unsigned minority report shall be submitted to the chairperson of the department PTRM committee. The minority report must then be delivered by the PTRM chairperson to the Department Chairperson within one (1) business day of receipt. The minority report is due to the PTRM chairperson one week after the committee letter deadline. The report shall be attached to the committee's report. The minority report will become part of the candidate's dossier and must accompany the committee letter through all levels of review. To maintain confidentiality, the department PTRM committee chairperson (only) signs the minority report.

D. CONFIDENTIALITY

Confidentiality: All deliberations pertaining to evaluation of all full-time faculty for annual

evaluations, reappointment, merit, tenure, promotion, third-year review and five-year comprehensive review shall be confidential. In this document, the term “faculty” will be used to include all full-time faculty (tenured, tenure-track, and lecturers). In those cases where policies or guidelines pertain to a sub-group of faculty members, that sub-group will be clearly specified.

II. TENURE-TRACK FACULTY

A. PROBATIONARY PERIOD

The probationary period refers to the first five years (or the years prior to the mandatory tenure-review year as specified in the faculty member’s contract) of a tenure-track faculty member’s position at Towson University.

First-year tenure-track faculty should expect to be re-appointed unless they fail to meet their contractual obligations, or their teaching performance is deemed grossly inadequate and without significant potential for improvement. First-year tenure-track faculty shall sign the Department Promotion and Tenure Disclosure Form within 10 business days of receipt of the Department Promotion and Tenure Document, and shall sign the SENTF (Standards and Expectations for New Tenure-Track Faculty) document by the First Friday in September.

Tenure review shall occur in the “mandatory tenure-review year” as specified in the faculty member’s contract, unless otherwise agreed to in writing by the university and the faculty member. Typically, the “mandatory tenure-review year” will be the faculty member’s sixth year of continuous, full-time service, and a faculty member must receive a tenure review no later than the sixth year of continuous full-time employment. However, a faculty member may request review for tenure and promotion prior to the mandatory tenure-review year if s/he has demonstrated outstanding performance in teaching/advising or scholarship or university/civic/professional services, validated at the national level, and satisfactory or better performance in other performance categories. A faculty member reviewed for tenure prior to the mandatory tenure-review year and denied at the department or college level may withdraw his/her application for tenure before submission to the next level. However, an application cannot be withdrawn after the Provost’s decision. The withdrawal must be set forth in writing directed to the department PTRM committee, in which event the next tenure and promotion review will occur in the mandatory tenure-review year specified in the original faculty contract.

B. MENTORING AND RESOURCE COMMITTEE

Tenure-track faculty will be assigned a Mentoring and Resource Committee during their first semester at Towson University. The appointment, composition, and responsibilities of the Mentoring and Resource Committee are described in Section VII.A.

C. CRITERIA FOR REAPPOINTMENT AFTER THE FIRST PROBATIONARY YEAR

A tenure-track faculty member must show significant progress in fulfilling the expectations in the areas of teaching, scholarly activity, and service that are outlined in Section I.B, the faculty member's letter of appointment, and Annual Report Part II (AFWE).

D. PROCEDURES FOR REAPPOINTMENT AND ANNUAL EVALUATION

All tenure-track faculty members shall be evaluated annually during the probationary period. Deliberations concerning reappointment of tenure-track faculty are the responsibility of the Department Promotion, Tenure and Reappointment (PTR) Committee. The composition of the Promotion, Tenure and Reappointment Committee is described in Section VII.C.

All tenure-track faculty members shall have their class(es) visited by a minimum of two peer observers each year. The visitors should be tenured faculty members of the Chemistry Department and must include, whenever possible, at least one peer observer from the faculty member's area of specialization. Program Directors may conduct one of the class visitations for faculty associated with the following programs: Environmental Science and Studies; Forensic Science; and Molecular Biology, Biochemistry and Bioinformatics.

Each faculty member must submit the names of proposed peer visitors to the PTRM Committee Chairperson by the third Friday in September for Fall semester observations, and by the third Friday in February for Spring semester observations for approval by the PTRM Committee. If no visitors are selected, the PTRM Chairperson in consultation with the PTRM Assistant Chairperson shall assign them. The PTR chairperson shall notify the PTR committee about the peer assignments and solicit feedback as necessary. For first-year tenure-track faculty members only, both visits must occur in the Fall semester.

First year faculty shall prepare and submit a reappointment binder containing the following materials for evaluation at the end of the fall semester:

1. Summary of first semester activities.
2. SENTF (Standards and Expectations for New Tenure-Track Faculty) document.
3. Curriculum vitae.
4. Syllabi of all courses taught during the first semester.
5. Peer evaluations of teaching.
6. Any other relevant supporting documents.

Following the first year, tenure-track faculty shall prepare and submit a **Reappointment/Annual Evaluation binder** (required for the Faculty Annual Report by the FCSM Promotion and Tenure Committee and/or the University policies for Appointment, Rank and Tenure) as follows:

1. Summary of major activities and accomplishments.
2. Annual report - Part I and Part II (AFWE) for the evaluation period, and the Annual report - Part II (AFWE) for the subsequent academic year.
3. Curriculum vitae.
4. Syllabi of all courses taught during the evaluation period.
5. Peer and student evaluations (including a review of the quantitative ratings and the written comments) of teaching.
6. Any other relevant supporting documents.

In addition, all examinations for all courses taught during the evaluation period must be available upon request.

Faculty may include any additional materials they deem to be appropriate, such as copies of papers and books published where the author has identified an affiliation with Towson University, and other documentation of achievements in teaching, scholarly activity and service.

For faculty associated with interdisciplinary programs, the Department PTRM Committee Chairperson will request formal input on the faculty member's contribution to the interdisciplinary program in the areas of teaching, scholarship and service from the director of that program.

The PTR Committee shall review evaluation materials, applying the guidelines in Section I when considering a tenure-track faculty member for reappointment. Deliberations for each faculty member shall be conducted separately. Voting shall be by secret ballot; each ballot shall be dated and signed by the voting member's TU ID number. *Ballots shall be forwarded to the FCSM Dean by the PTRM Chairperson.*

All reappointment recommendations, accompanied by a justification of the recommendation, shall be conveyed in writing to the faculty member, inclusive of any written statement by department chairperson and a record of the vote count no later than the fourth Friday in October. Non-reappointment recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member's last known address. The committee's recommendation for reappointment shall be forwarded to the Dean.

To provide tenure-track faculty with additional feedback from departmental colleagues, the PTRM Committee Chairperson shall request professional comments from the PTR Committee on the tenure-track faculty member's performance based on the faculty member's annual report folder. The PTRM Chairperson shall prepare a reappointment letter summarizing the PTR Committee's comments, and present it to the tenure-track faculty member. The Mentoring and Resource Committee shall discuss the PTR committee's recommendations presented in the reappointment letter with the tenure-track faculty member. The reappointment letter and any written responses by the evaluated faculty member become part of the Department PTR files.

E. THIRD-YEAR COMPREHENSIVE REVIEW FOR TENURE-TRACK FACULTY

Tenure-track faculty members shall undergo a 'Third-Year Comprehensive Review' conducted by the Department PTR Committee at the conclusion of the fall semester of the faculty member's third year at Towson University. The review period for the third-year review is the first two years and the fall semester of the third year. The third-year review shall be conducted in concert with the "Guidelines for Development of Departmental Standards and Expectations for Teaching Scholarship and Service" as described in the *Towson University Faculty Handbook*, Addendum A. The purpose of the review is to provide advisory and mentoring support for the tenure-track faculty member.

The faculty member shall prepare a dossier containing the materials described in detail in the [FCSM PTRM document](#) Sections V and VI, and containing the following materials:

1. A summary of major accomplishments describing how the faculty member has met and integrated teaching, research and service expectations based on her/his workload agreement for the period under review.
2. Annual Reports (Parts I and II) from the previous two years.
3. Curriculum vitae.
4. Syllabi of all courses taught during the review period

5. Peer and student evaluations (including a review of the quantitative ratings and the written comments) of teaching for the previous two years and the Fall semester of the current year
6. Summary of scholarly activity and accomplishments
7. Evidence of Service
8. Any other relevant supporting documents.

The third-year comprehensive review shall be evaluated according to the following three-level scale:

- I. *Superior progress.* Requirements include excellence in teaching/advising, excellence in scholarship, and meeting department standards in service.
- II. *Satisfactory progress.* Requirements include progress towards excellence in teaching and scholarly productivity with satisfactory service as determined by the department. This Reappointment rating indicates that the department has determined that progress towards tenure is satisfactory, but improvements are needed.
- III. *Unsatisfactory progress.* This evaluation requires change by the faculty across one or more dimension, and continuance on this performance trajectory is unlikely to result in a favorable tenure decision.

The PTR Committee shall review evaluation materials, applying the guidelines in Section I and above when considering a tenure-track faculty member for the Third-year Review. Deliberations for each faculty member shall be conducted separately. Voting shall be by secret ballot; each ballot will be dated and signed by the voting member's TU ID number. *Ballots will be forwarded to the FCSM Dean by the PTRM Chairperson.*

The Department PTR Committee shall prepare a written report indicating the faculty members' progress towards tenure and promotion. The evaluation must include an indication of whether or not the faculty member's work to date is leading towards a positive tenure and promotion decision. In addition, the evaluation shall provide guidance for improvement in the event of satisfactory or unsatisfactory ratings. The written report shall become part of the faculty member's file at the department level, and will be shared with the Dean. The report will not be forwarded to either the College Promotion and Tenure Committee or the Provost's Office. The written report will be discussed with the faculty member in a meeting with the Department Chairperson, Department PTRM Committee Chairperson and the faculty member's Mentoring and Resource committee. *The faculty member being reviewed will sign a statement indicating that they have read, but do not necessarily agree with, the review.*

F. TENURE AND PROMOTION

1. General information

By the third Friday in September of the academic year preceding the academic year in which a faculty member intends to submit material for tenure and promotion, the faculty member shall notify the chairperson of the department of his/her intention. By the fourth Friday in September of the academic year preceding the academic year in which a faculty member is to undergo review for tenure and promotion, the department chairperson shall notify the PTR committee of those intentions and shall confirm those intentions to the Dean and the Provost.

2. Criteria

A tenure-track faculty member must fulfill the expectations in the area of teaching, scholarly activity and service that are outlined in Section I.B, and in the faculty member's letter of appointment. The following specific criteria should also be fulfilled unless modified by the letter of appointment:

- a. The faculty member must have shown their effectiveness as a teacher. Effectiveness may be demonstrated by, but not limited to, such evaluation tools as student evaluations, faculty class visitation reports, and appraisal of course materials.
- b. The faculty member must have successfully initiated an area of scholarship that is appropriate to their discipline and the departmental needs. Areas of scholarship include laboratory and theoretical research, applied studies, and research in the area of teaching.

The faculty member must actively involve undergraduate students and/or graduate students in aspects of their chosen area of scholarship.

The faculty member must have written and submitted grant proposals to external granting agencies and should have obtained some external funding.

The faculty member must have published papers and made public presentations. Papers must be published in peer-reviewed journals; presentations should include some at local, regional, national, or international meetings. Additional evidence of scholarship includes university-approved patents, books/book chapters and conducting workshops. The work must have been predominantly performed at Towson University.

- c. The faculty member must have contributed effectively to the Department in terms of service. In addition, the faculty member is encouraged to make service contributions to the College, University, Profession and Community.
- d. The faculty member must have demonstrated high standards of humane, ethical and professional behavior.

3. Procedures for Granting Tenure and Promotion

The candidate will submit a dossier consistent with the requirements of the [FCSM PTRM Document](#) and the [TU Faculty Handbook](#).

Deliberations concerning tenure are the responsibility of the Department Promotion, Tenure and Reappointment (PTR) Committee. The composition of the PTR Committee is described in Section VII.B. The PTR Committee shall review each tenure-track faculty member's dossier, applying the guidelines in Section I and the criteria of Section II.F.2 when considering a tenure-track faculty member for tenure and promotion. Faculty members may request consideration for early tenure and promotion. Such requests must be made in writing to the PTRM Committee Chairperson.

Faculty members being considered for tenure and promotion shall be evaluated by the PTR Committee. Deliberations for each faculty member shall be conducted separately. Voting shall be by secret ballot; each ballot will be dated and signed by the voting member's TU ID number. *Ballots will be forwarded to the Provost.*

All recommendations, accompanied by a justification of the recommendation, shall be conveyed in writing to the faculty member, inclusive of any written statement by the department chairperson and a record of the vote count no later than the fourth Friday in October. Negative recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member's last known address.

The faculty member's Promotion and Tenure dossiers (the full binder and Provost's binder) shall be forwarded to the FCSM Dean by the PTR Chairperson. The dossiers shall include the written recommendation of the PTR committee, and the written recommendation of the department chairperson.

4. Faculty Associated with Interdisciplinary Programs

The Department PTRM Committee Chairperson shall request formal input on the faculty member's contribution to the Interdisciplinary Program in the areas of Teaching, Scholarship and Service from the Director of that program.

5. Granting of Tenure and Promotion

Recommendations for promotion and tenure are made by the PTR Committee. The department chairperson also makes a separate recommendation. These recommendations are forwarded to the FCSM PTR Committee for deliberations at the college level. Because the promotion to Associate Professor is usually (but not always) concurrent with the awarding of tenure, we treat these as one and the same. In unusual cases, there may be justification for tenure without promotion, but that is not considered here.

III. TENURED FACULTY

A. PROCEDURES FOR ANNUAL EVALUATION

All tenured faculty shall prepare and submit a Faculty Annual Report binder for evaluation at the end of each academic year. The following materials are required by university policy:

1. Summary of major activities and accomplishments.
2. Annual report – Part I and Part II (AFWE) or Chairperson's Annual Report for the evaluation period, and the Annual Report – Part II (AFWE) for the subsequent academic year.
3. Curriculum vitae
4. Syllabi of all courses taught during the evaluation period.
5. Peer evaluations (if conducted) and student evaluations (including a review of the quantitative ratings and the written comments) of teaching.
6. Any other relevant supporting documents.

In addition, all examinations for all courses taught during the evaluation period must be available upon request.

Faculty members may include any additional materials they deem to be appropriate, such as copies of papers and books published where the author has identified an affiliation with Towson University, and other documentation of achievements in teaching, scholarly activity and service.

For faculty members associated with interdisciplinary programs, the PTR chairperson will request formal input on the faculty member's contribution to the interdisciplinary program in the areas of teaching, scholarship and service from the director of that program.

B. COMPREHENSIVE FIVE-YEAR REVIEW

All tenured faculty will undergo a five-year comprehensive review. Tenured faculty will submit a dossier consistent with the requirements of the FCSM Promotion, Tenure, Reappointment and Merit Document and the Faculty Handbook. The dossier shall include a comprehensive summary of teaching, scholarship and service covering the five years under review, and shall include a statement outlining goals and expected career development plans in the areas of scholarship, teaching and service for the upcoming five-year period.

As part of the review process, two class visitations will be made by tenured faculty chosen by the faculty member undergoing the comprehensive review. These classroom visitations may take place anytime during the academic year preceding the Fall semester when the comprehensive review is due. The peer evaluations shall be included in the dossier.

Faculty members being evaluated for a comprehensive five-year review shall be evaluated by the PTR Committee. Deliberations for each faculty member shall be conducted separately. Voting shall be by secret ballot; each ballot will be dated and signed by the voting member's TU ID number. *Ballots will be forwarded to the Dean.*

All recommendations shall be conveyed in writing to the faculty member, inclusive of any department chairperson's statement and a record of the vote count no later than the fourth Friday in October.

Negative recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member's last known address. A negative comprehensive review shall be followed by the development of a written professional development plan to remediate the faculty member's failure to meet minimum expectations as noted in the comprehensive review. This written plan shall be developed by the faculty member and approved by the chairperson and the Dean by the third Friday in June of the academic year in which the negative review occurred. The plan shall be signed by the faculty member, Chairperson and Dean. The plan shall be implemented in the fall semester following approval of the plan. Evidence of improvement must be clearly discernible in evaluation portfolio materials submitted in the next annual review process. Lack of evidence of discernible improvement may result in a formal warning, sanction or termination. Two (2) consecutive annual reviews indicating the faculty member has not met minimum expectations shall occasion an immediate comprehensive review. This review shall be in addition to those otherwise required by policy.

C. PROMOTION FROM ASSOCIATE PROFESSOR TO FULL PROFESSOR

1. Criteria

For promotion from Associate to Full Professor, a tenured faculty member must fulfill the expectations in the areas of teaching, scholarly activity and service that are outlined in

Section I.B and the faculty member's letter of appointment. The following specific criteria should also be fulfilled unless modified by the letter of appointment:

The faculty member must have developed as an exemplary teacher, as evidenced by significant contributions in course, curriculum and laboratory development, and peer and student evaluations of his/her teaching.

The faculty member must have demonstrated an ongoing research program actively involving undergraduate and/or graduate students. The faculty member's scholarly contributions must be rated highly by external reviewers.

The faculty member must have continued to write and submit grant proposals to external granting agencies and should have obtained external funding.

The faculty member must have published papers and made public presentations. Papers must be in peer-reviewed journals and presentations should include some at local, regional, national or international meetings.

The faculty member must have made significant service contributions. These should include service in more than one of the following: Department, College, University, Profession, and Community.

The faculty member must have demonstrated high standards of humane, ethical and professional behavior.

The faculty member, through their contribution to scholarship, service and teaching must have gained recognition at the regional, national or international level.

If the faculty member has published books or book chapters or conducted workshops or obtained patents that have been approved by the University, these must also be considered in evaluating a faculty member for promotion.

2. Procedures for Promotion to Full Professor

Consideration for promotion shall be made at the written request of the faculty member. Such requests must be made in writing to the Department Chairperson by the third Friday in September in the academic year prior to the academic year in which they wish to be considered.

The candidate shall submit a dossier consistent with the requirements of the FCSM Promotion, Tenure, Reappointment and Merit Document and the Faculty Handbook. Under separate cover, the dossier must include letters of evaluation from external reviewers, according to the guidelines in the FCSM PTRM Document.

The PTR Committee shall review each tenured faculty member's dossier, applying the guidelines in Section I and the criteria of Section V.A when considering a tenured faculty member for promotion.

Deliberations for each faculty member shall be conducted separately. The faculty member under consideration will be absent for that discussion and voting. Voting for promotion will be by secret ballot; each ballot will be dated and signed by the voting member's TU ID number. *Ballots will be forwarded to the Provost.*

The PTRM Committee Chairperson together with the department chairperson will notify the faculty member of the PTR Committee's decision. If the faculty member under review is the department chairperson, a second faculty member will be appointed by the Department Promotion and Reappointment Committee to jointly convey to the chairperson of the promotion decision.

All recommendations, accompanied by a justification of the recommendation, shall be conveyed in writing to the faculty member, inclusive of any written statement by the department chairperson, and a record of the vote count no later than the fourth Friday in October. Negative recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member's last known address.

The faculty member's Promotion dossiers (the full binder and Provost's binder) shall be forwarded to the FCSM Dean by the PTR Chairperson. The dossiers shall include the written recommendation of the PTR committee, and the written recommendation of the department chairperson.

3. Faculty associated with Interdisciplinary Programs

The Department PTRM Committee Chairperson will request formal input on the faculty member's contribution to the interdisciplinary program in the area of teaching, scholarship and service from the director of that program.

IV. LECTURERS AND CLINICAL FACULTY

A. PROCEDURES FOR ANNUAL EVALUATION

All lecturers and clinical faculty members shall prepare and submit a Faculty Annual Report binder for evaluation at the end of each academic year. The following materials are required:

1. Summary of major activities and accomplishments.
2. Annual report – Part I and Part II (AFWE) for the evaluation period, and the annual report – part II (AFWE) for the subsequent academic year.
3. Curriculum vitae.
4. Syllabi of all courses taught during the evaluation period.
5. Peer evaluations (if conducted) and student evaluations (including a review of the quantitative ratings and the written comments) of teaching.
6. Any other relevant supporting documents.

In addition, all examinations for all courses taught during the evaluation period must be available upon request.

Faculty may include any additional materials they deem to be appropriate, such as copies of papers and books published where the author has identified an affiliation with Towson University.

B. PEER EVALUATION

Lecturers and clinical faculty members shall be evaluated according to the procedure stipulated in the department evaluation document and summarized below.

Lecturers/clinical faculty members appointed for the first time will be evaluated in the **second** or terminal semester; whichever comes first, of their current appointment. Thereafter, they will be evaluated each spring semester. Faculty with at least two years of teaching experience at Towson will be evaluated once every two years, unless a more frequent visitation schedule is warranted by the decision of the PTR Assistant Chairperson in consultation with the Department Chairperson and the Course Coordinator of the area in which a faculty member will be teaching. The evaluation will be based on the faculty member's total time teaching in the Department. Evaluation visits will be made by a tenured or tenure-track faculty member appointed by the Course Coordinator in consultation with the PTR Assistant Chairperson.

The peer evaluators shall be tenured or tenure-track faculty members of the Chemistry Department and ideally should teach in the faculty member's area of specialization. Each lecturer/clinical faculty member must submit the names of peer visitors to the PTRM Committee Chairperson by the third Friday in September for Fall semester observations or by the third Friday in February for Spring semester observations for approval by the PTRM Committee. If no visitors are selected, the PTRM Committee Chairperson in consultation with the PTRM Assistant Chairperson will assign them.

V. MERIT

The Faculty Annual Report binders for evaluation at the end of each academic year shall be used for merit evaluations. The following materials are required by university policy:

1. Summary of major activities and accomplishments.
2. Annual report - Part I and Part II (AFWE) or Chairperson's Annual Report for the evaluation period, and the annual report - part II (AFWE) for the subsequent academic year.
3. Curriculum vitae.
4. Syllabi of all courses taught during the evaluation period.
5. Peer evaluations (if conducted) and student evaluations (including a review of the quantitative ratings and the written comments) of teaching.
6. Any other relevant supporting documents.

In addition, all examinations for all courses taught during the evaluation period must be available upon request.

Criteria for No-Merit, Merit (Base Merit) and Excellent (Base Merit plus one Performance Merit) should be based primarily on their job expectations by a comparison of the faculty member's Annual Report – Part II (AFWE) and Annual Report - Part I that apply to the evaluation period. The correlation statements referring to the sections of the AFWE in each faculty member's Annual Report must be substantive and will be carefully reviewed in the merit evaluation.

Each faculty member will be rated in the areas of teaching, scholarship and service using the terms UNSATISFACTORY to SUPERIOR (according to the FCSM PTRM Document). Listed below are guidelines for the classification of faculty members in the areas of teaching, scholarship, and service. Since no preconceived scheme is likely to encompass all eventualities, it is incumbent on the members of the Merit committee to use these guidelines as a framework for the discussion of merit, but include more general interpretation and productivity of the candidate in the areas of the teaching, scholarship and service in the final decision of overall merit.

A. RATINGS FOR TEACHING

1. Superior teaching can be achieved by fulfilling Parts a–c of the Commendable teaching requirements (see part 2 below) and one or more of the following:
 - a. Evidence of significant curricular innovation or creation of a new course, or improved assessment measures
 - b. Supervision of 2 or more student-semesters (a student-semester is defined as one enrolled research student) of undergraduate research or equivalent off-load supervision activity
 - c. College or University Teaching Award
2. Commendable teaching:
 - a. Positive student course and instructor evaluations as evidenced by quantitative ratings and careful review of written qualitative student comments
 - b. Strong peer evaluations (if these were conducted)
 - c. Participated in intentional advising

AND ONE OR MORE of the following:

- d. Supervision of one or more student-semesters of undergraduate research
 - e. Evidence of improvement of personal knowledge of subject content or teaching methodologies
3. Acceptable teaching:
 - a. Teaching load in Annual Report – Part II (AFWE)
 - b. Met class regularly
 - c. Participated in intentional advising
 4. Unsatisfactory teaching: One or more of the following:
 - a. Failed to carry teaching load in Annual Report – Part II (AFWE)
 - b. Failed to meet class regularly
 - c. Failed to schedule appointments with advisees
 - d. Overwhelmingly negative student course and instructor evaluations
 - e. Overwhelmingly negative peer evaluations

B. RATINGS FOR SCHOLARSHIP

1. Superior scholarship: one or more of the following:
 - a. publication in peer reviewed scholarly journals
 - b. when appropriate to a discipline, publication in a peer reviewed conference proceedings
 - c. publication of a professionally appropriate peer reviewed book, textbook, manual or extensive monograph
 - d. submission of a university-approved patent applications to the U.S. Patent Office or the awarding of such patents
 - e. competitive external grant received (PI or co-PI)
 - f. invited presentation at professional meeting
 - g. professional award based on scholarly achievement
2. Commendable scholarship: One or more of the following:
 - a. Competitive external grant received (role other than PI or co-PI)
 - b. competitive internal grant received
 - c. competitive external grant applied for (PI or co-PI)

- d. presentation of a paper by faculty member and/or student mentee(s) at professional meeting
 - e. conducting workshops (This item might be expected to count more heavily for mathematics and science education faculty.)
 - f. invited lectures
 - g. progress reports or final reports on the implementation of externally funded projects
 - h. serving as a panelist or discussant at professional meetings
3. Acceptable scholarship: Fulfilled expectations in Annual Report – Part II (AFWE)
 4. Unsatisfactory scholarship: Failed to fulfill expectations in Annual Report – Part II (AFWE) in a significant way

C. RATINGS FOR SERVICE

1. Superior service:

One or more of the following (note – these are effective only in the year of the appointment or award):

- a. Election or invitation to a major service role in a professional society (chairperson, board member, etc.)
- b. Service on the editorial board of a major professional journal
- c. Awards/official recognition of service

Or, two or more of the Commendable service activities.

2. Commendable service: Engagement in volunteer activities to represent Department, College or University plus one or more of the following:
 - a. Active participation in extra substantive activities beyond one's agreed to load on Annual Report – Part II (AFWE)
 - b. Unusually large or substantive contribution as part of one's normal service load
3. Acceptable service: Active participation in service activities assigned in the Annual Report – Part II (AFWE)
4. Unsatisfactory service: One or more of the following:
 - a. Failure to participate in service activity(ies) assigned in the Annual Report – Part II (AFWE)
 - b. Failure to attend faculty meetings and committee meetings or meetings arranged by course coordinators, unless specifically exempted in the Annual Report – Part II (AFWE) or approved by the Chairperson of the Department and/or the FSCM Dean.
 - c. Non-collegial behavior

D. CRITERIA FOR MERIT RANKINGS

Each faculty member will be rated in each of the areas of teaching, scholarship and service using the following terms:

1. UNSATISFACTORY: Does not meet minimum expectations (used especially when performance or lack thereof is detrimental to the institution and/or its students).
2. ACCEPTABLE: Meets minimum/basic expectations satisfactorily.
3. COMMENDABLE: Performance is noteworthy and goes beyond basic expectations.
4. SUPERIOR: Superior performance, that which is truly outstanding.

Subsequently, recommendations for merit will be based on the following guidelines:

A. Criteria for No Merit

1. Any unsatisfactory rating will result automatically in a merit ranking of “not meritorious”.
2. No rating exceeds acceptable in any of the three areas.
3. Failure to meet, in substance, the expectations of the faculty member’s Annual Report – Part II (AFWE) of the academic year under review.
4. Refusal to file a complete and fully signed Annual Report – Part II (AFWE) by its effective due date for the subsequent academic year.
5. Consistent failure to meet assigned classes on a regular basis during the academic year unless approved by the Chairperson of the Department and FSCM Dean.
6. Refusal to attend on a regular basis: departmental faculty meetings and/or departmental committee meetings and/or meetings arranged by course coordinators unless specifically exempted in the Annual Report – Part II (AFWE) or approved by the Chairperson of the Department and/or the FSCM Dean.

B. Criteria for Merit (Base Merit)

Superior or Commendable rating in at least one area of teaching, scholarship, or service, and Acceptable or better ratings in the remaining areas.

C. Criteria for Excellent (Base Merit plus one Performance Merit)

Superior rating in at least one area of teaching, scholarship, or service, and Commendable or Superior ratings in the remaining areas.

E. PROCEDURES FOR MERIT

Merit recommendations will be made by the departmental Merit Committee using the Annual report - Part I and Part II (AFWE) or Chairperson’s Annual Report for the evaluation period. The Merit committee will apply the criteria for No-Merit, Merit (Base Merit), and Excellent (Base Merit plus one Performance Merit) criteria for Superior, Commendable, Acceptable or Unsatisfactory performance in Teaching, Scholarship and Service detailed in Section V.A–C of this document in making its recommendations. The Merit Committee will discuss each candidate and decide a faculty member’s merit by consensus of all members. The Merit Committee will vote on the ratings of each faculty member by secret ballot, signed with each Committee-member’s TU ID. *Ballots will be forwarded to the Dean of FCSM.* A member of the Merit Committee whose merit is under discussion will absent him/herself from the meeting and is not eligible to vote on his/her merit recommendation. The remaining committee members will make the merit recommendation for that member, including cases of no merit in any category.

All recommendations, accompanied by a justification of the recommendation (including cases of an overall negative rating in any category), shall be conveyed in writing to the faculty member, inclusive of any department chairperson’s statement and a record of the vote count no later than the fourth Friday in October. The faculty member’s Merit dossier is forwarded to the FCSM Dean along with the departmental recommendation. The merit recommendation for the Chairperson of the Department will be made to the Dean of the College and to the Provost, with the final evaluation of the Chairperson of the Department made by the Provost as set out in the University Faculty Handbook.

F. FACULTY ASSOCIATED WITH INTERDISCIPLINARY PROGRAMS

The director of the faculty member's interdisciplinary program will meet with the Department Chairperson and the faculty member to help shape the faculty member's AFWE. The director will provide input in the determination of the faculty member's Merit recommendation.

G. FACULTY ON FULL-ACADEMIC YEAR SABBATICAL OR OTHER UNIVERSITY APPROVED LEAVE

Faculty who are on University approved leave for an entire academic year, are encouraged, but not required to submit an Annual Report. Faculty on sabbatical are required to submit an annual report. Faculty who are on approved leave can expect to be rated as Satisfactory unless their Annual report supporting their leave indicates that another ranking is more appropriate.

VI. APPEALS

A. PROMOTION, TENURE AND REAPPOINTMENT

Appeals of judgment for promotion, non-reappointment, or non-tenure recommendations may be made to the College Promotion and Tenure Committee, then to the Provost and Vice President for Academic Affairs and, finally, to the President of the University. Procedural appeals are made to the University Promotion and Tenure Committee.

B. MERIT

A faculty member may appeal negative merit ranking to the College Promotion and Tenure Committee, then to the Provost and Vice President for Academic Affairs, and, finally, to the President. Procedural appeals are made to the University Promotion and Tenure Committee.

VII. COMMITTEE STRUCTURES

A. MENTORING AND RESOURCE COMMITTEE

The Mentoring and Resource Committee for each incoming tenure-track faculty member shall consist of at least two tenured faculty members, who volunteer or are assigned by the Chairperson of the Department. If there are no tenured faculty members in the incoming tenure-track faculty member's course area, a third senior tenure-track faculty member may be assigned to the committee by the Chairperson of the Department. After the first year, the composition of the Committee may be changed by the Chairperson of the Department or at the request of either the tenure-track faculty member or members of the Mentoring and Resource Committee.

The Mentoring and Resource Committee shall provide support and mentorship to new Faculty members during the pre-tenure, probationary period. The Committee will meet at the end of the new faculty member's first month (usually September) to discuss the role of the committee and offer orientation information. Agenda topics for this first meeting will include, the role of the Committee in providing support to the new faculty member, University/College/Department promotion, tenure, reappointment and merit procedures, a timeline of important dates and

milestones, and suggested goals for the first year. The Committee will meet after the new faculty member's second semester (usually Spring) to discuss the challenges encountered during the first two semesters, PTRM procedures, Annual Review submission, and updated goals and accomplishments. The Committee shall meet in subsequent spring terms to review updated goals and accomplishments, and to provide advice on progress toward tenure. The Committee shall provide a written mentoring report after each spring meeting to summarize the mentoring discussion. The Committee will ensure that an appropriate sampling of tenured faculty perform class visitations throughout the new faculty member's probationary period. The Committee will advise on Merit and Reappointment evaluations at the new faculty member's request. The Committee will advise on the feedback from the faculty member's third-year review.

B. PROMOTION, TENURE AND REAPPOINTMENT COMMITTEE

The Promotion, Tenure and Reappointment (PTR) Committee shall consist of all tenured department faculty; the Chairperson of the Department will serve as a non-voting *ex-officio* member. The PTR Committee is chaired by the PTRM Chairperson who is elected by the full-time faculty and serves a three-year term. The PTR Committee shall evaluate tenure and tenure-track faculty members only for reappointment, third-year review, tenure, promotion to associate professor, five-year comprehensive review, and promotion to full professor.

Committee members who have applied for promotion in the current year may not serve. Members who are being evaluated for five-year comprehensive review may serve. The PTRM Committee Assistant Chairperson will assume the duties of the PTRM Committee Chairperson if the latter is unable to discharge them due to illness, etc.

Committee members who are absent for promotion, tenure and/or reappointment deliberations may not vote by proxy (Examples: on sabbatical, conference attendance, medical absence). Committee members on sabbatical, or other approved leave, may vote if they have reviewed the dossier, and are present for all deliberations and meetings pertaining to the faculty member under review.

A vote may be delayed to a subsequent meeting at the discretion of the PTRM Committee Chairperson. For passage, motions shall require a quorum and a positive majority of votes cast by members present at the meeting. (A quorum is defined as two-thirds of committee members. Members on leave (with the exception of those who have attended all deliberations and reviewed the dossier) are not counted for the purposes of defining a quorum. The majority is based on the total number of eligible voting members on the committee present for the meeting.) In the case of a tie vote, the motion fails.

C. MERIT COMMITTEE

The Merit Committee will evaluate all full-time faculty (tenured, tenure-track, clinical and lecturers) for merit.

The Merit Committee is chaired by the PTRM Assistant Chairperson, who is elected by the faculty to serve a three-year term.

The Merit Committee will consist of the PTRM Committee Assistant Chairperson, three tenured or tenure-track faculty and one contractual faculty member (lecturer or clinical faculty member). Of the three tenured or tenure track faculty members, at least one must be tenured and one must be tenure-track. The Chairperson of the Department serves as a non-voting *ex-officio*

member. The members of the Merit Committee, excluding the PTRM Assistant Chairperson, will serve one-year terms and will be elected by the full-time faculty in the final faculty meeting of Spring semester (by second Friday in May). Votes must be by secret ballot (dated, signed with the voting faculty member's TU ID number). Alternates chosen and vacancies will be filled by secret ballot of the full-time faculty.

D. PTRM COMMITTEE CHAIRPERSON

The PTRM Committee Chairperson will be as tenured faculty member of the Department and will be elected by the tenured and tenure-track Chemistry Department faculty for a term of three years at the final faculty meeting of the spring semester. The Chairperson of the Department will be neither the PTRM Committee Chairperson nor Assistant Chairperson. In the event of a long-term leave of absence of the incumbent PTRM chairperson, an acting PTRM Committee Chairperson shall be elected.

The PTRM Committee Chairperson will schedule the Tenure Committee and the Promotion and Reappointment Committee meetings, and chair all meetings in matters related to promotion and tenure. In the absence of the PTRM Committee Chairperson, the PTRM Committee Assistant Chairperson will chair the meeting. The PTRM Committee Chairperson will compile reports of PTRM Committees, forward the evaluation portfolios to the Dean's Office, and forward the ballots to the Provost's Office. The PTRM Committee Chairperson will bring faculty nominations for peer classroom visitors to the PTRM Committee for approval, and advise faculty of promotion and tenure deadlines. The PTRM Committee Chairperson will prepare a detailed schedule of all promotion and tenure related deadlines for the entire academic year and distribute it to faculty members at the beginning of the academic year. The PTRM Committee Chairperson is responsible for the Third Year Review of tenure-track faculty.

E. PTRM COMMITTEE ASSISTANT CHAIRPERSON

The PTRM Committee Assistant Chairperson will be a tenured faculty member of the Department and will be elected by the tenured and tenure-track Chemistry Department faculty for a term of three years at the final faculty meeting of the spring semester. The Chairperson of the Department will be neither the PTRM Committee Chairperson nor Assistant Chairperson. In the event of a long-term leave of absence of the incumbent PTRM Assistant Chairperson, an acting PTRM Committee Assistant Chairperson shall be elected

The PTRM Committee Chairperson will schedule the Tenure Committee meetings and the PTRM Committee Assistant Chairperson will chair the PTRM Committee meetings in the absence of the PTRM Committee Chairperson. The PTRM Committee Assistant Chairperson will serve as the Chairperson of the Merit Committee and prepare the recommendation forms required by the College Promotion and Tenure Committee for Merit.

F. DUTIES OF THE CHAIR OF THE DEPARTMENT

The Chairperson of the Department will ensure that the deliberations and actions are in compliance with University and College PTRM procedures, and that they meet the deadlines in the Towson University Permanent Promotion and Tenure Calendar. The Chairperson will maintain PTRM records in Department (with assistance of PTRM Committee Chairperson), check faculty evaluation portfolios for completeness, correct formatting (these responsibilities may be

delegated to the PTRM Committee Chairperson), and convey the portfolios to PTRM Committee. The Chairperson will meet with each faculty to negotiate the AR Part II, and after annual departmental evaluation, to discuss the outcome of the committee deliberations. The Chairperson will write independent evaluation letters for candidates for promotion and tenure, and may do so for the merit evaluations.

VIII. CALENDAR

Below is a summary important dates (The FCSM Calendar of important dates can be found as part of the FCSM [Promotion & Tenure Policies](#))

A. The Third Friday in May

Formation of Department and College Promotion, Tenure/Reappointment, and Merit (PTRM) Committees.

B. The Third Friday in June

All faculty submit evaluation portfolios to the Department Chairperson

Faculty submit a list of at least (3) names of any additional faculty to be included on department PTR committee (if necessary) to the department chairperson and Dean.

C. The First Friday in September

Department chairperson approval of the list of additional faculty members to be considered for inclusion in the department PTR committee.

D. The Third Friday in September

1. Faculty may add information to update their files for work completed before June 1
2. College PTRM Committee approval of faculty to be added to a department's PTRM Committee (if necessary).
3. First-year faculty members must finalize the Statement on Standards and Expectations for New Tenure-track Faculty (SENTF) with Department Chairperson.
4. Faculty notify department chairperson and PTRM chairperson of intention to submit materials for promotion and/or tenure in the next academic year.

E. The Second Friday in October

1. Department PTRM Committee(s)' recommendations given to all non-first year faculty.
2. College PTRM documents are due to the University PTRM Committee if changes have been made since last approved.

F. The Fourth Friday in October

1. Department chairperson's written evaluation for faculty considered for reappointment in the first through fifth years, promotion, tenure, and comprehensive five-year review is added to the faculty member's evaluation portfolio and conveyed to the faculty member.
2. The department chairperson will place his/her independent evaluation into the evaluation portfolio.
3. The department PTRM committee's report with recommendations and vote count and the department chairperson's evaluation are distributed to the faculty member.

G. The Second Friday in November

The faculty member's evaluation portfolio, inclusive of the department PTRM committee's written recommendation with record of the vote count, and the written recommendation of

the department chairperson, are forwarded by the department PTRM chairperson to the Dean's office.

H. The First Friday in December

Department PTRM documents are delivered to the FCSM PTRM Committee if any changes have been made.

I. The Second Friday in December

First year tenure-track faculty members submit evaluation binder for fall semester to department chairperson

J. December 15 (This deadline is mandated by the USM)

Tenure-track faculty in the second or any subsequent year of the probationary period must be notified in writing of non-reappointment for the next academic year.

K. The First Friday in January

1. The department PTRM committee reports with recommendations and vote count on all first-year tenure-track faculty are submitted to the department chairperson.
2. The FCSM PTRM Committee reports with vote counts and recommendations for faculty reviewed for tenure and/or promotion are submitted to the Dean.

L. The Third Friday in January

1. The recommendations for tenure and/or promotion of the College PTRM Committee's and the Dean's (if applicable) given to all faculty members with a copy to the department chairperson. Faculty members may appeal a negative judgment. See Section VI for appeal procedures.
2. The college committee's recommendation concerning faculty members appealing their departmental (PTRM) recommendation delivered to candidate and department chairperson. Faculty may appeal a negative judgment from the college committee. See page VI for appeal procedures.
3. Department recommendations concerning reappointment for first-year tenure-track faculty delivered to the faculty member and the Dean. Faculty may appeal to the college PTRM Committee. See Section VI for appeal procedures, which are the same as those for promotion and tenure.
4. All documentation for the third-year review of tenure-track faculty is submitted by the faculty member to the department chairperson
5. Department chairperson recommendations on reappointment of first-year faculty members must be added to the faculty member's evaluation portfolio.

M. The Second Friday in February

1. All promotion, tenure/reappointment, and merit recommendations delivered to the Provost. This includes college appeal recommendations on department recommendations for first-year tenure-track faculty.
2. Department documents concerning promotion, tenure/reappointment, and merit (with approval form signed by all current faculty members) delivered to the chairperson of the

University PTRM Committee, if any changes have been made. All changes must be indicated with redline (for additions) or strikeout (for deletions), submitted in triplicate. Department not electing to change their documents do not need to report.

N. March 1 (This deadline is mandated by the USM)

Deadline by which tenure-track faculty in their first year of appointment must receive notification by the president of the university should the decision have been made to terminate their appointment. Otherwise, appointments of first-year tenure-track faculty are automatically renewed.

O. The Third Friday in March

1. Provost's decisions given to all faculty members recommended for tenure and/or promotion. Faculty members may appeal a negative decision. See Section VI for appeal procedures.
2. The Provost's decision concerning faculty appeals of their college PTRM committee's recommendations is delivered to the appellant. Faculty members may appeal a negative decision. See Section VI for appeal procedures.

IX. APPENDICES

Appendix I

DEPARTMENT PROMOTION AND TENURE DISCLOSURE FORM

NAME: _____

RANK: _____

DATE OF APPOINTMENT: _____

By signing below, the faculty member certifies that he/she has received and read a copy of the Department Promotion and Tenure document, which contains the Standards and Expectations for Tenured and Tenure-Track Faculty.

Signatures

Faculty Member:

Date

Chair of the Department

Date

Dean of the College of Science and
Mathematics

Date

Appendix II

CLASS VISITATION REPORT

Course Title: _____

Course No.: _____

Semester/Year: _____

Meeting Times: _____

Name of instructor: _____

A. Accuracy of content

Technical Terminology (appropriate use of)

Nomenclature (correct/current use of)

Use of symbols and structures (accuracy, clarity, conforms to conventions)

Other

B. Level of content

Quantitation (course appropriate handling of)

Other

C. Clarity of delivery

Use of media (competence with chosen format)

Legibility/Visibility

Voice (projection/pacing)

Other

D. Overall Effectiveness

Class interaction

Other

E. Miscellaneous

Date of Visit: _____

Time of Visit: _____

Name of Visitor: _____

Signature: _____

I have read this visitation report.

Instructor's Signature

Date