

COFAC PTRM GUIDELINES
11/8/17 (Revised 2/20/18)

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

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

I. Membership

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

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

II. Policies and Procedures

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

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

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

Duties of the Chair—The Chair writes and distributes to committee members an agenda listing the committee's workload for the year, including Appeals and all pending Promotion and Tenure decisions; schedules committee meetings, in coordination with the Dean's office; supervises the preparation of letters notifying the Provost, Dean, Department Chair, Department P&T Chair, and Faculty Member of the COFAC committee's decisions; and effects the delivery of materials re Appeals, Promotion and Tenure to the Provost's office.

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

- D. A quorum consists of four voting members.
- E. For promotion and tenure and for 5-year comprehensive review candidates the COFAC committee requires the 1" binder containing all the materials specified in the University's ART document and which go to the Provost. If outside reviews have been solicited, the committee expects to see those as well.

F. Procedures

1. Each member of the COFAC P&T Committee will have access to a current copy of each department's P&T document, the COFAC document, and the University document. All of these are available on the UPTRM website.
 2. Committee members will examine all dossiers prior to deliberation and judge them against the standards published in the Department, College and University P&T documents. Department representatives are responsible for presenting dossiers from their departments.
 3. Voting on individual faculty members will be by confidential ballot, following the procedures described in the University's ART document. Procedural votes will be by voice or raised hands. All votes are recorded in the minutes, which will be taken by the Secretary. In the case of a tie vote, the committee Chair will continue discussion in hopes of reaching a majority decision. If the vote remains deadlocked, a tie vote will be considered rejection of a motion.
- G. Confidentiality—Members of the committee will maintain strict confidentiality concerning its deliberations and recommendations at all points during and after the process, with the exception of the information provided to candidates or departments by the Chair or the Dean in performance of their duties under the ART policy.
- H. Individual faculty members are expected to review their evaluation portfolios at each level and to indicate that all documents have been included at the time of the evaluation portfolio submission to the next level of review. Department representatives should also check that the dossiers of faculty members from their department are complete. Department tenure chairs or department representatives to the COFAC committee will carry the dossiers from the Department to the Dean's Office and return them to the Department when business is completed.
- I. Notification of Candidates--The written statement of the college PTRM committee, including the committee's recommendation and a record of the vote count, shall be added to the faculty member's evaluation portfolio by the College PTRM Chair and submitted to the Dean by the first Friday in January, and it shall be delivered (or mailed, as below) to the faculty member by the third Friday in January as provided for in the University ART policy. Negative recommendations shall be delivered in writing in person by the Dean or sent by certified mail, with return receipt requested, to the faculty member's last known

address, with a postmark date no later than the third Friday in January. A copy of the recommendation shall also be sent to the chair of the faculty member's home department.

- J. Appeal Procedures--Faculty members may appeal to the college PTRM committee negative judgments made at the department level on questions of tenure, promotion, comprehensive review, reappointment, and merit, if the appeal is on substantive grounds. Substantive appeals refer to perceived errors in judgment by the department committee or chair in evaluating the faculty member's performance.

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

Appeals of department recommendations shall be copied to the department chair and the department PTRM chair. Appeals of college decisions to the Provost shall be copied to the college dean, the college PTRM committee, and the department chair.

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

Note: Faculty members may also submit procedural appeals to the university PTRM committee, or appeals alleging unlawful discrimination, as provided for in the university ART policy, Appendix 3, and Towson University policy 06-01.00.

- K. The College shall review its PTRM document every three years, at a minimum, and submit evidence of such review to the dean of the College and the University PTRM committee.
 - 1. The COFAC PTRM committee will review the current COFAC PTRM document and solicit input from each department via the department representative regarding changes to the COFAC guidelines.
 - 2. The COFAC PTRM committee may also consider changes to the guidelines.

3. If no changes are forwarded by the department or the COFAC PTRM committee, the COFAC PTRM committee will follow the established guidelines to secure a college wide vote of the document.
 4. If changes are forwarded by the department and/or the COFAC PTRM committee, the COFAC PTRM committee will deliberate and vote on their merits. Two-thirds majority vote (4 of 6) is necessary to accept changes.
 5. The COFAC PTRM committee will draft a new document incorporating these approved changes.
 6. The COFAC PTRM committee will follow the established guidelines to secure a college wide vote of the new document.
- L. Changes in Policies—All policies at the college level shall remain in effect until changed according to the procedures that are specified in Appendix 3 of the University ART document.

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

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

III. Materials for Faculty Evaluation

- A. The responsibility for presenting material for the annual review, reappointment, third-year review, merit, promotion, tenure, or comprehensive review rests with the faculty member. One inch binders that go to the Provost must follow the guidelines of the annual Provost PTRM memo. The faculty member should consult with the department PTRM chair before the final submission deadline to ensure the format of the binder accurately follows the Provost's guidelines.
- B. Guided by university, college, and department criteria, the faculty member shall have the responsibility of making distinctions between the various categories of teaching, scholarship, and service and shall include such distinctions, as s/he

deems appropriate in his/her narrative statements and other documentation relevant to each evaluation portfolio section. The faculty member may consult with the department chairperson or the chair of the department PTRM committee if clarification is needed.

- C. All material and documentation used in making recommendations for the annual review process (which includes the Annual Review, reappointment, third-year review, merit consideration, promotion, tenure, and comprehensive review) shall be submitted in the form of an evaluation portfolio that addresses the professorial role and expectations of faculty in the university, as well as the faculty member's college and department criteria. The type of review determines portfolio material and process.

Faculty who wish to submit work created digitally as part of their portfolio should, whenever possible, include in their file in printed form all of the work product or substantial examples conveying its substance and quality. Digital addresses of web pages, blogs, sites, or other locations may be included but there can be no expectation that reviewers will visit these sites as a required part of the process. Materials that cannot be printed, such as films, may be included on a DVD in the portfolio within a protective binder sleeve or as an accompanying item comparable to books as above.

Evaluation portfolios shall be organized, indexed, and placed in a three-ring binder (or submitted as an electronic portfolio if the University creates an approved format for doing so). Binders should be organized using dividers with tabs to identify the sections. Do not use plastic sheet protectors.

- D. Required materials for Promotion, Tenure and other reviews – as well as the organization of these materials – are listed in Appendix 3, Section III.D. of the A.R.T. document (see <https://www.towson.edu/about/administration/policies/documents/policies/02-01-00-towson-university-policy-on-appointment-rank-and-tenure-of-faculty-1.pdf>). These materials should include the AR forms and any other department forms use for evaluating performance or tabulating information.

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

Materials for Tenure, Promotion, and 5-Year Comprehensive Review must include a summary of student evaluations across the evaluation period. The student evaluation data should be compiled in a format that will allow

analysis of trends over time. Departments, in collaboration with the Dean's Office, will provide models, such as a graph or table, for faculty to use.

- E. If confidential external reviews are solicited pursuant to departmental or college promotion and tenure policies, they will remain confidential and will not be made available to the faculty member. These reviews will not be included in the faculty evaluation portfolio, but will be forwarded under separate cover to each subsequent level of review.
- F. If the faculty member or the chairperson or program director participating in the evaluation process wishes to add a statement to his/her file rebutting or clarifying information or statements in the file, this information must be included in the evaluation portfolio in a special section entitled "Information Added." All documentation used as part of the consideration process must be included in the evaluation portfolio no later than November 30. The chairperson and/or dean may consider the rebuttal statement in their evaluation. The chairperson and/or the dean will share the rebuttal with the department or college committee with approval from the faculty member.
- G. If the chairperson or program director participating in the evaluation process includes information in the faculty member's evaluation portfolio, other than his/her evaluation, that specific information shall immediately be made known to the faculty member undergoing evaluation and before any evaluation at the next level of review takes place. A failure to notify the faculty within five (5) business days will result in the material being removed from the evaluation portfolio.
- H. External evaluations may be conducted as part of a faculty member's tenure or promotion evaluation in the College of Fine Arts and Communication so long as the process for inviting and handling those external evaluations complies with University policy on external evaluations. Departments wishing to make use of external evaluations must include in their statement of PTRM policies and procedures whether external evaluations will be used in all tenure and promotion evaluations or, if not, how the determination of when to seek external evaluations will be made and by whom.
- I. Department committees should consistently and objectively evaluate faculty members on the standards listed in the department guidelines. Department committees should review and comment on numeric scores and student comments of course evaluations and report on them in a representative and proportional manner. Department committees may also review and comment on grade distribution data and on any correlation between grade distribution and course evaluations.

- J. Committee letters should reference (clearly cite, explain, and apply) department standards of teaching, scholarship, and service; connect them to a faculty member's accomplishments with examples; and evaluate how the faculty member did not meet, met, or exceeded these department standards. Committee letters should reflect the main points of discussion, including dissent. Committee letters should employ a consistent format.
- K. All letters must be dated with the date of the final draft.

IV. Standards

- A. As specified in Appendix 3 of the University ART policy, the standards and expectations in this COFAC PTRM document pertain to the evaluation processes associated with annual reviews, reappointment, third-year review, merit, promotion, tenure, and comprehensive review.
- B. All faculty are responsible for meeting University standards and expectations, including but not limited to those listed in this section. Meeting the general expectations specified below is essential for a faculty member's performance to be judged satisfactory in an annual review or, cumulatively, across a longer period of evaluation.
 - 1. A faculty member shall fulfill his/her workload agreement in the areas of teaching/advising, scholarship, and service; shall be available for consultation and advising during office hours; and shall meet all classes as scheduled.
 - 2. A faculty member shall be committed to collegiality and academic citizenship. Collegiality and academic citizenship refer to the role and responsibility of faculty in shared decision making through open and fair processes devised to provide timely advice and recommendations on matters that relate to curriculum, academic personnel, and the educational functions of the institution. The demonstration of high standards of humane, ethical, and professional behavior is fundamental to collegiality and academic citizenship. These concepts include mutual respect for similarities and differences among participants on the basis of background, expertise, opinions, and assigned responsibilities. Collegiality does not imply agreement; vibrant university communities must include the capacity for respectful disagreement among faculty members and administrators.

3. A faculty member shall share the responsibility of university, college, and/or department governance. Faculty members must make themselves available to participate in the work of the department, of assigned committees, or of college and university processes in which faculty play an essential part (admissions activities, recruitment, accreditation, and a designated role in commencement could stand as examples of such wider processes).
 4. A faculty member shall participate each year in the faculty evaluation process as described in university, college, and department documents. Satisfactory participation includes the full completion of annual review forms and submission of the forms signed and accompanied by all documents required no later than the due date specified in the PTRM calendar.
- C. Teaching: Teaching is the central purpose of Towson University and therefore all faculty recommended for promotion and tenure should be high quality teachers. The evaluation of teaching should consider classroom performance as well as other venues for teaching, the varied forms of investment faculty make in preparation for teaching, and the faculty role in both formal and informal advising. Teaching can best be evaluated through multiple criteria, including but not limited to:
1. quantitative and qualitative student evaluations;
 2. summaries of evaluations from student evaluation forms;
 3. copies of signed reports from peer observations of teaching;
 4. comments on teaching from department and chair letters evaluating the candidate;
 5. the candidate's reflective essay on his/her teaching;
 6. evidence of development of new courses, and/or new programs;
 7. evidence of the use of appropriate technologies to improve instruction;
 8. evidence of the use of contemporary theory and practice to improve instruction;
 9. professional awards for teaching excellence;
 10. grade distribution reports, including departmental averages.

D. Scholarship: COFAC includes faculty from a wide variety of disciplines and with many different kinds of expertise. The College committee therefore recognizes a broad range of activities under the heading of scholarship. Quantitative standards for evaluating scholarship are not appropriate, but the committee does follow these guiding principles:

1. Creative activity and traditional research are considered equally valid.
2. Newer approaches to publication and creative activity—for example, internet publication—are considered valid forms of research. However, since this kind of publication/activity is rapidly changing, the scholarly/creative value of specific works or activities must be carefully weighed. For example, editing an online journal or scholarly database in one's field might be a substantial research achievement; contributing to a listserv in one's field would be much less impressive.
3. An active and sustained program of scholarship/creative activity is required of all faculty recommended for promotion and tenure. This program should demonstrate a pattern of completed work consistent with the faculty member's appointment.
4. The College committee looks at peer review and dissemination as ways to validate a candidate's scholarship and/or creative activity. In presenting scholarly/creative materials in the portfolio, the faculty member should explain the review process and dissemination plan if the form or site of publication or the means of dissemination is not familiar to departmental colleagues.
5. The committee makes distinctions between local, regional, and national/international dissemination of research. A faculty member who speaks or performs only on campus will not receive the highest level of evaluation. On the other hand, some "local" venues are also of the very highest quality—e.g., a performance at the Kennedy Center, or a book published by Johns Hopkins University Press.

6. The committee recognizes that the Boyer model—Scholarship of Application, Scholarship of Discovery, Scholarship of Integration, Scholarship of Teaching—aptly describes the broad range of appropriate scholarship at Towson University.
 7. Faculty reviews of all types should give due attention to evidence of the faculty member's commitment to a discipline, interdisciplinary engagement, or national and international activities and to evidence of the faculty member's continuing professional development. Although some faculty may emphasize teaching or service more heavily in their workload assignments, all faculty are responsible for continuing to develop disciplinary or interdisciplinary expertise and for providing evidence of professional growth in their annual reviews or review portfolios.
- E. The evaluation of service for faculty members shall rely on evidence of service contributions consistent with the faculty member's workload agreements. Evaluation should consider the extent and quality of service, not the mere fact of membership on a committee or a position held. The faculty member should sufficiently explain the type or substance of service outside the university to allow colleagues a reasonable basis for judgment of its extent and its relation to the mission of the university. Outstanding contributions at one level can balance more routine service at another level.
1. University service involves substantive participation in the shared governance activities of the department, college and university.
 2. Civic service includes participation in the larger community (local, regional, national or global) outside the university in ways that may or may not be directly related to one's academic expertise, but in ways which advance the university's mission.
 3. Professional service includes activities in professional organizations or participating in other venues external to the university (local, regional, national or global) in which one's expertise is applied and which advance the university's mission.

F. Chairs, who are responsible for supervising faculty, shall be evaluated in the additional category of leadership. Chair activities are reported as part of their annual review on the CAR form and constitute a minimum of fifty percent of the chair's workload by university policy. Departments shall recognize in their evaluation of chairs a distribution of responsibilities and expectations consistent with the chair's workload agreements. Evaluators will recognize that chair responsibilities may involve personnel matters or dealings with students governed by confidentiality, as well as other activities not readily visible to colleagues; such matters may not be reported or documented in detail. Evaluators will nevertheless make judgments about the consistency, creativity, and fairness with which a chair has carried out the responsibilities of leadership, consistent with university policies and the responsibilities defined for the chair. Program directors who supervise faculty and who prepare annual reports on their activities may also be evaluated for leadership consistent with the proportion of their time committed to such work under their workload agreements.

G. Standards for tenure and promotion:

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

annual reports, syllabi, and other evaluative materials on teaching included in the evaluation portfolio. The faculty member shall have demonstrated additional accomplishments as a scholar/artist since promotion to Associate Professor at least equivalent to the pattern of completed work meeting the standards of dissemination and validation expected for the prior rank. The faculty member shall have presented evidence of relevant and effective stewardship, which could include, but is not limited to, the mentoring of junior faculty, leading committee work, coordinating guest speakers, artists, events, or other duties as determined by the department. The faculty member shall have presented evidence of relevant and effective service to the University, the community, and the profession, based on department standards, in the period after promotion to Associate Professor

3. Any exceptions to the standards outlined above shall be consistent with the provisions of the Towson University ART policy, and the specific rationale for any recommendation involving an exception shall be spelled out in the appropriate letter of recommendation in the faculty member's evaluation file.

H. Faculty members will be evaluated for merit based on the information provided through annual reviews. There are three (3) categories of merit.

1. Not Meritorious: Performance fails adequately to meet standards.
2. Satisfactory (Base Merit): Performance is competent and contributes to fulfilling the mission of the university, college, and department.
3. Excellent (Base Merit plus one Performance Merit): Excellence in teaching, or scholarship, or service and satisfactory performance in other performance categories.

A rating of satisfactory shall mean at minimum that (a) the faculty member has met the responsibilities defined in IV.B of this document; (b) the faculty member has demonstrated strong teaching as evidenced in the sources appropriate to annual review as described above; (c) the faculty member has provided evidence of ongoing scholarly/creative work through the annual report, whether that work has been completed

or is in progress; (d) the faculty member has provided evidence of relevant and effective service.

A rating of not meritorious shall mean that the faculty member has not met the responsibilities of IV.B of this document or has failed to provide evidence of effectiveness or effort consistent with the expectations for a satisfactory rating.

A rating of excellent shall mean that the faculty member has clearly met the expectations for a satisfactory rating in all categories of evaluation and has demonstrated accomplishment distinctly above the satisfactory level in at least one category. Evaluation of accomplishment meriting a rating of excellent shall be made in accordance with the proportion of a faculty member's time allocated to each area of responsibility in the annual workload assignment.

Each department will define the above categories for use in merit deliberations, including distinctions acknowledging different workload allocations.

V. COFAC PTRM5 Calendar (See the A.R.T. policy for the full PTRM calendar)

a) The first Friday in September

Department chair approval of the list of additional faculty to be considered for inclusion in the department tenure and/or promotion committee is forwarded to the COFAC PTRM committee. This procedure applies only if a department has fewer than three tenured faculty members available to serve on its tenure and rank committees.

b) The second Friday in September

COFAC PTRM committee convenes to elect a chair, consider additional faculty to be considered for inclusion in department tenure and/or promotion committees (if necessary), and organize a schedule of meetings.

c) The third Friday in September

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

d) The second Friday in October

College PTRM documents are due to the University PTRM committee if changes have been made.

- e) 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.
- f) November 30
All documentation to be used as part of the consideration process must be included in the evaluation portfolio.
- g) The first Friday in December
Department PTRM documents are delivered to the COFAC PTRM committee if any changes have been made.
- h) The first Friday in January
The COFAC PTRM committee reports with vote counts and recommendations for faculty reviewed for tenure and/or promotion are submitted to the dean.
- i) The third Friday in January
 1. The dean's written evaluation regarding promotion and/or tenure with recommendation is added to the faculty member's evaluation portfolio.
 2. The COFAC PTRM committee's report with vote counts and recommendations and the dean's recommendation are conveyed in writing to the faculty member.
- j) The first Friday in February
The college dean and the college PTRM chair forward the summative portfolio inclusive of the committee's and the dean's recommendations of each faculty member with a recommendation concerning promotion and/or tenure to the Provost.
- k) The third Friday in March
Provost's letter of recommendation is conveyed to the faculty member, department and COFAC PTRM committee chairperson(s), and dean.
- l) The first Friday in May
COFAC PTRM Committee has been formed via election.