DEPARTMENT OF e-BUSINESS AND TECHNOLOGY MANAGEMENT (EBTM)

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

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

Document Versions:

<table>
<thead>
<tr>
<th>Version</th>
<th>Approved by EBTM Department Faculty</th>
<th>Approved by CBE PTRM Committee</th>
<th>Approved by UPTRM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dec 12, 2008</td>
<td>TBD</td>
<td>April 10, 2009</td>
</tr>
<tr>
<td>2</td>
<td>Mar 31, 2011</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>3</td>
<td>Apr 22, 2011</td>
<td>Apr 28, 2011</td>
<td>May 2011</td>
</tr>
<tr>
<td>5</td>
<td>April 7th, 2017</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Contents

1. Membership of the EBTM Departmental committee for Promotion, Tenure/Reappointment and Merit (PTRM) ........................................................................................................ 1
   1.a. Composition ........................................................................................................ 1
   1.b. Election of committee members, including dates and method of vote.............. 1
   1.c. How Alternates are Chosen and Vacancies Filled ............................................. 1
   1.d. Eligibility and Term............................................................................................ 2
2. Policies and Procedures ............................................................................................. 2
   2.a. Confidentiality .................................................................................................... 2
   2.b. Definition of Quorum ....................................................................................... 2
   2.c. Evaluation Portfolio Materials Required for Submission .................................... 2
   2.d. Voting privileges of faculty on sabbatical or other leave ................................. 7
   2.e. Procedure for Evaluation of Teaching by Peers ................................................. 8
   2.f. Procedure for Evaluation of Teaching by Students .......................................... 8
   2.g. Procedures for Deliberation of Evaluation Portfolios ....................................... 9
   2.h. Voting procedures ............................................................................................. 9
   2.i. Schedule and procedures for third-year review ............................................... 10
   2.j. Reporting to candidates .................................................................................... 11
   2.k. Role of Department PTRM Committee Chair .................................................. 11
   2.l. Role of Department Chair .................................................................................. 11
   2.m. Schedule and Procedures for Comprehensive (Five-Year) Review ................ 12
   2.n. Relationship between Rank and Merit Committees ......................................... 13
   2.o. Review of document ......................................................................................... 13
   2.p. Appeal procedures: Promotion, Tenure, Review, Merit ................................. 13
   2.q. Vote on approval of this document when it is new or revised ......................... 13
3. Standards: ................................................................................................................. 14
   3.a. EBTM Department standards and criteria for Tenure and Promotion Evaluation .... 16
   3.b. EBTM Department Standards and Criteria for Merit and Reviews .................. 20
   3.c. Standards for Reappointment ............................................................................ 20
   3.d. Review Of Faculty Progress Towards Tenure And Promotion During The Third Year .. 20
   3.e. Comprehensive Review ................................................................................... 21
4. Calendar ........................................................................................................................................... 21
  4.a. Deadline for Promotion and Tenure Application........................................................................ 21
  4.b. Deadline for the Election of Department Committee Members.............................................. 21
  4.c. Approval of Non-Department PTRM Members ......................................................................... 21
  4.d. Due Date for Evaluation Portfolio.............................................................................................. 22
  4.e. Dates from the University Calendar............................................................................................ 22
  4.f. Deadline for Revision of Document............................................................................................ 22

APPENDIX A: Outcomes Related to Critical Performance Areas ................................................................ 23
This document describes the standards, procedures, and processes of the Department of e-Business and Technology Management (EBTM) in reappointment, tenure, promotion, comprehensive review, and merit, under the guidelines set forth in the Towson University Policy on Appointment, Rank and Tenure of Faculty (ART). Any contradiction between this document and the ART or CBE PTRM document shall be resolved in favor of those documents. All full-time faculty, tenured, tenure track, lecturer, and visiting, are covered, but the applicability of some items are limited by the terms of appointment.

1. Membership of the EBTM Departmental committee for Promotion, Tenure/Reappointment and Merit (PTRM)

1.a. Composition

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

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

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

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

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

1.c. How Alternates are Chosen and Vacancies Filled

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

1.d. Eligibility and Term

The EBTM PTRM chair shall serve for no more than three consecutive annual terms. The EBTM department chair shall not serve as the chair of the EBTM PTRM committee.

2. Policies and Procedures

2.a. Confidentiality

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

2.b. Definition of Quorum

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

2.c. Evaluation Portfolio Materials Required for Submission

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

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

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

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

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

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

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

**Documentation and Material Inclusion**

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

Guided by the chairperson and department and college 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.

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

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

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

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

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

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

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

The first dossier in a three-ring binder should be submitted and arranged in the following sequence include the following:
1) Current curriculum vitae.
2) Current AR (Annual Report) or CAR (Chairpersons’ Annual Report) form.
3) Syllabi of current courses.
4) Evaluation, as appropriate, of teaching for the most recent five-year period.
5) Grade distributions by course for the most recent five-year period
6) Peer Evaluations.
7) Full-text copies of peer-reviewed scholarship for the most recent five-year period. For forthcoming articles, a letter of acceptance from the editor of the journal should be included along with a copy of the article.

8) Documentation supporting determination of sufficiency of quality of scholarship of all peer reviewed journal articles.

9) Evidence of service activities to the university, academy and the greater metropolitan community for the most recent five-year period.

10) Departmental recommendation letter, which must include a written report on the candidate’s progress toward tenure.

11) A narrative statement in which the candidate describes how he or she has met the teaching, research, and service expectations required for promotion and/or tenure as outlined in the CBE PTrM document for the most recent five-year period.

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

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

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

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

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

Section V:
- Recommendations (to be added by the appropriate party)
- Written recommendation of the department rank committee and/or tenure committee, including the Department Summary Recommendation form,
- Written recommendation of the academic chairperson,
- Written recommendation of the CBE Promotion, Tenure, Reappointment and Merit Committee, and
- Written recommendation of the academic Dean.

Evaluation portfolio materials for comprehensive five-year review of all tenured faculty must include the following documents:

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

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

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

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

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

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 Dean will send a copy to the department chair of any such information added to the evaluation portfolio after the second Friday in November.

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. Solicited external reviews will not be added to the evaluation portfolio but will be forwarded under separate cover to each level of review. Record of the faculty member’s notification shall be tracked via the Promotions, Tenure, Reappointment, and Merit (PTRM) Document Review Transmittal Form (see ART Section VII). A failure to notify the faculty within five (5) business days will result in the material being removed from the evaluation portfolio.

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

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

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

2.d. Voting privileges of faculty on sabbatical or other leave
All tenure and tenure-track faculty on sabbatical or other leave shall have the same voting privileges as they would have if they were on full-time status if they are present for the deliberations and have reviewed the materials.

2.e. Procedure for Evaluation of Teaching by Peers

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

Non-tenured tenure-track faculty members shall be visited twice each academic year by colleagues in the EBTM department. Tenured faculty members may request to be observed each year by peers in the EBTM department. The observation must be scheduled at a day and time convenient for both the faculty member being evaluated and the observer. Prior to any observation, the observer shall obtain the course syllabus and confer with the faculty member on the subject being covered that day as well as the pedagogy employed and objectives of the course session.

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

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

A minimum of two (2) peer observations shall be conducted per review period. The department PTRM committee will approve the peers selected for the review. Advance notice of at least one (1) week of the peer observation shall be given to the faculty member.

2.f. Procedure for Evaluation of Teaching by Students

Student evaluations of instruction are a required part of the evaluation of faculty. Such an evaluation must be recognized for what it is: one kind of evaluation, and to be considered only in concert with all other measures of teaching effectiveness. Student evaluations shall be conducted in such a manner to assure confidentiality of the student.
Student evaluation forms will be administered in accordance with college and University PTRM committee instructions. Student evaluations shall be tabulated by the office of the EBTM department chairperson or another administrative entity.

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

2.g. Procedures for Deliberation of Evaluation Portfolios

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

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

The EBTM PTRM Committee shall review and make recommendations for promotion, tenure, merit, reappointment, and comprehensive five-year review.

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

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

2.h. Voting procedures

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

Votes shall be considered final if a majority of the members present for the deliberations agree. There will be no tie votes.

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

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

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

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

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

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

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

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

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

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

2.j. Reporting to candidates

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

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

2.k. Role of Department PTRM Committee Chair

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

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

2.l. Role of Department Chair
The EBTM department chairperson shall prepare an independent evaluation of each faculty member considered for promotion and/or tenure and include it in the faculty member’s evaluation portfolio by the fourth Friday in October.

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

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

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

The chair of the EBTM department, in consultation with the dean of the college shall establish the cycle for comprehensive reviews of faculty within the EBTM department. A faculty member who has submitted formal notice of retirement during the fourth or fifth year of his/her comprehensive review cycle with an intention to retire at the end of that cycle may be exempted from the comprehensive review process at the discretion of the dean of the college.

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

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

The faculty member’s evaluation portfolio, inclusive of the written recommendation of the department committee, the written evaluation of the EBTM department chair, and the vote count shall be forwarded by the EBTM department PTRM committee chair to the dean’s office by the second Friday in November.

All recommendations shall be conveyed in writing to the faculty member, inclusive of any EBTM 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 EBTM 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 chair 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, chair 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, which shall be in addition
to those otherwise required by policy.

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

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

2.n. Relationship between Rank and Merit Committees

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

2.o. Review of document

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

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

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

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

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

3. Standards:

Teaching and Advising

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

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

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

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

3) Self-evaluation of teaching and/or advising effectiveness by faculty being evaluated for promotion and/or tenure, three-year reviews, or comprehensive five-year reviews, shall include a narrative statement about individual teaching and/or advising philosophy and an interpretation of student and/or peer/chairperson evaluations.
4). *Additional Information:* This document recognizes that teaching is a complex and multi-faceted endeavor that cannot be distilled to a single number, or even a set of numbers. In recognition of this, faculty may provide additional information to demonstrate their teaching abilities that will be given full consideration as part of a holistic view of teaching by the PTRM Committee. Thus, in addition to any materials required by the ART and CBE PTRM documents, faculty may provide additional evidence of teaching proficiency to include:

- **Pedagogy:** To demonstrate the teaching strategy, materials, aids, text, articles and other materials are used to address the subject area. This includes evidence of how materials are presented to include the delivery style, teaching method, how knowledge and expertise are conveyed, and the use of instructional aids to support teaching, as well as clarity of communication.
  
  - **Syllabus:** To show how the syllabus elements are clear, complete, consistent with certain standard content.
  
  - **Assessment Tools:** To provide evidence that assessment tools and other graded material are appropriate given other sections of the same course and any other departmental standards.
  
  - **Use of Support Technologies:** To demonstrate the use of appropriate support technologies (such as Blackboard, Sakai, Publisher Homework/Assignment Managers, Google Groups, Wiki’s, etc.) that are used in the course to support student learning.
  
  - **Curriculum Development:** Demonstrate the participation in curriculum development for existing and new programs and/or courses that support the teaching mission of the department, college, and university.
  
  - **Teaching Skills Development:** Provide evidence of efforts and results in improving teaching expertise (to include self-study, course and workshop participation, coaching activities, teaching, and similar activities).
  
  - **Teaching Related Research Papers and Presentations:** Demonstrate participation in research and publications that are related to teaching.

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

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

Service

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

Collegiality

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

3.a. EBTM Department standards and criteria for Tenure and Promotion Evaluation

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

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

Teaching Standards for Tenure and Rank Advancement to Associate Professor

• Excellent instruction as measured by student evaluations. Such evaluations should be comprehensively evaluated by all instructor-related questions from the student evaluation forms.
• Effective instruction as measured by exemplary peer evaluations for each year of the most recent five-year period.
• Effective advising as measured by availability to students, accuracy of advice given to students and knowledge about programs, policies, procedures, and career opportunities.
The following additional evidence may be submitted to support evidence of excellence in teaching:

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

Expected scholarship standards include the following:

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

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

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

- Involvement in the institution’s faculty governance structure at program, department, college, university or system levels, or serving various campus student organizations.
- Examples of additional contributions that strengthen an application are:
  - Sustained involvement in the work of practitioners in one’s field (e.g. presentations at various events in the community, state, regional and other markets; maintaining civic duties by serving various community needs; creating additional opportunities through personal initiatives such as internships or networking venues).

---

1 A determination of whether three or four published or forthcoming peer-reviewed journal articles are expected shall be made on the basis of the level of quality of the journals. Quality of journals shall be determined by a published ranking of journals within the discipline and/or other evidence of journal quality as provided and justified by the faculty member.
Contributions to practitioners and community that draw upon one’s professional expertise (e.g. professional consulting).

Sustained involvement in professional organizations and associations in one’s field at local, state, regional and national and/or international levels (e.g. committee membership in professional organizations; participation in regional and national academic societies as paper reviewers or discussants, session or track chairs; and membership on the editorial boards of a peer reviewed journal).

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

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

**3. Teaches Standards for Rank Advancement to Professor**

### Teaching Standards for Rank Advancement to Professor

- Excellent instruction as measured by student evaluation. Such evaluations should be comprehensively evaluated by all instructor-related questions from the student evaluation forms.
- Effective instruction as measured by exemplary peer evaluation for the most recent year of rank consideration.
- Effective advising as measured by availability to students, accuracy in advice given to students and knowledge about programs, policies procedures and career opportunities.

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

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

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

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

- Three to four published (or forthcoming) peer-reviewed articles in quality journals as recognized by published reputable sources or by other evidence as produced by the faculty member under review. It is the faculty member’s responsibility to provide information that would establish whether their publications are in quality journals. Information such as journal rankings, acceptance rates, number of citations received, and external letters of support are examples of information that would help establish the level of quality of a faculty member’s publications. The following may substitute for one journal article: receipt of an external grant/contract of $50,000 or more, the first edition of a course textbook, or other significant intellectual contributions.

- Other evidence of scholarship, including, but not limited to peer-reviewed published proceedings, paper presentations at academic conferences, or published software, are expected of all faculty but may be waived with superior number and/or quality of published (or forthcoming) peer-reviewed journal articles.

**Service Standards for Rank Advancement to Professor:**

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

- Leadership positions and distinction in the quality of one’s services to the institution at the program, department, college, university or system levels (e.g. Faculty Senate; chairperson positions on faculty or ad hoc committees and in the university governance structure; chairperson for new faculty searches).

- Sustained involvement in the work of practitioners in one’s field (e.g. participation in regional and national societies as officers and committee members)

- Contributions to practitioners and community that draws upon one’s professional expertise (e.g. professional consulting; provisions of in-service professional development or technical assistance)

- Sustained involvement in professional organizations and associations in one’s field at the state, regional and/or national levels (e.g. leadership in professional organizations and associations; committee membership in professional organizations; academic conference program chairs; significant editorial responsibilities of a peer-reviewed journal; service to licensure, certification or accreditation boards).

**Collegiality Standards for Promotion to Professor:**

---

2 A determination of whether three or four published or forthcoming peer-reviewed journal articles are expected shall be made on the basis of the level of quality of the journals. Quality of journals shall be determined by a published ranking of journals within the discipline and/or other evidence of journal quality as provided and justified by the faculty member.
A faculty member shall be committed to collegiality and academic citizenship. The demonstration of high standards of humane, ethical and professional behavior is fundamental to collegiality and academic citizenship.

3.b. EBTM Department Standards and Criteria for Merit and Reviews

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

- **UNSATISFACTORY** — (Developmental Plan Required, No Merit)
  
  An unsatisfactory judgment shall be recommended when a faculty member has not met the minimum expectations for acceptable merit. A faculty development plan will be required and mentoring will be provided.

- **ACCEPTABLE** — (Fully meets expectations, but performance is not meritorious; No Merit Award)
  
  An acceptable judgment shall be recommended when a faculty member has been deemed acceptable in all the categories as outlined in Appendix A.

- **MERITORIOUS** (Performance is noteworthy and exceeds expectations)
  
  A meritorious judgment shall be recommended when the faculty is deemed meritorious in teaching and one other category and a judgment of acceptable in the third category as outlined in A.

- **OUTSTANDING**— (Performance is truly exceptional)
  
  An outstanding judgment shall be recommended when the faculty is deemed outstanding in teaching and one other category and a judgment of acceptable in the third category as outlined in A.

3.c. Standards for Reappointment

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

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

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

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

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

3.e. Comprehensive Review

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

4. Calendar

4.a. Deadline for Promotion and Tenure Application

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

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

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

4.c. Approval of Non-Department PTRM Members

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

4.d. Due Date for Evaluation Portfolio

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

4.e. Dates from the University Calendar

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

The EBTM Department PTRM schedule/calendar shall comply with the “TOWSON UNIVERSITY ANNUAL REVIEW, REAPPOINTMENT, THIRD-YEAR REVIEW, MERIT, PROMOTION, TENURE, AND COMPREHENSIVE REVIEW CALENDAR” as specified in the ART Section VI.

4.f. Deadline for Revision of Document

The EBTM department shall review its PTRM document every three (3) years and submit evidence of such review to the dean of the college and the College PTRM committee by the date (i.e., First Friday in December) specified by the university PTRM calendar (ART Section VI).
APPENDIX A: Outcomes Related to Critical Performance Areas

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

<table>
<thead>
<tr>
<th>TEACHING</th>
<th>SCHOLARSHIP</th>
<th>SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acceptable</strong></td>
<td><strong>Acceptable</strong></td>
<td><strong>Acceptable</strong></td>
</tr>
<tr>
<td>• Meeting classes</td>
<td>• Meeting, or demonstrating satisfactory progress towards meeting, the CBE AQ/PQ standard</td>
<td>• Meeting committee attendance obligations</td>
</tr>
<tr>
<td>• Preparing course syllabi</td>
<td>• Evidence of ongoing scholarly work reflecting significant manuscript development</td>
<td>• Attending departmental meetings</td>
</tr>
<tr>
<td>• Holding office hours</td>
<td>• Peer-reviewed conference presentation or proceedings</td>
<td>• Publishing textbooks, textbook-supporting materials</td>
</tr>
<tr>
<td>• Evaluating student performance through acceptable instruments</td>
<td>• Chapter(s) in someone else’s book</td>
<td>• Licensed computer software</td>
</tr>
<tr>
<td>• Meeting with and advising students</td>
<td>• Published teaching cases and exercises</td>
<td>• Receiving a research grant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Meritorious</strong></th>
<th><strong>Meritorious</strong></th>
<th><strong>Meritorious</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Presentation on improving teaching at a conference</td>
<td>• Maintaining College Academic/Professional Qualifications</td>
<td>• Reviewer of manuscripts for journal or conference</td>
</tr>
<tr>
<td>• Receiving “good” teaching evaluation ratings from both students and peers as compared to other EBTM department evaluation ratings.</td>
<td>• Evidence of ongoing scholarly work reflecting significant manuscript development</td>
<td>• Elected member of dept or college committee</td>
</tr>
<tr>
<td>• Unsolicited letters from students</td>
<td>• Peer-reviewed conference presentation or proceedings</td>
<td>• Elected officer for professional organization</td>
</tr>
<tr>
<td>• Receiving a teaching grant or contract</td>
<td>• Chapter(s) in someone else’s book</td>
<td>• Discussant at a conference</td>
</tr>
<tr>
<td>• Demonstrate good performance across the factors that can be used to demonstrate teaching proficiency (See Section 3).</td>
<td>• Published teaching cases and exercises</td>
<td>• Membership on committee or task force or similar active, working group</td>
</tr>
<tr>
<td></td>
<td>• Reviews of books, software, etc. in a scholarly journal</td>
<td>• Chair at a conference</td>
</tr>
<tr>
<td></td>
<td>• Published textbook-supporting materials</td>
<td>• Review work for publisher</td>
</tr>
<tr>
<td></td>
<td>• Licensed computer software</td>
<td>• Radio or TV interviews, Op-ed letters, etc.</td>
</tr>
<tr>
<td></td>
<td>• Receiving a research grant</td>
<td>• Faculty advisor to student organization</td>
</tr>
</tbody>
</table>
Outstanding

- Consistently excellent teaching evaluation ratings from both students and peers as compared to other EBTM department evaluation ratings

- Substantial teaching grant or contract

- Teaching award

- Nationally or internationally-recognized teaching fellowship

- Demonstrate excellence across the factors that can be used to demonstrate teaching proficiency (See Section 3).

- Peer-reviewed journal publication(s)

- New or substantially revised research book or monograph

- Chapter in a peer-reviewed research book

- Scholarship award

- Substantial research grant or contract (typically greater than $50K)

- Nationally or internationally-recognized research fellowship

- Editor of scholarly journal

- Editorial board of scholarly journal

- Executive officer of elected committee of university, department, or college

- Service award

- Elected or appointed member of university, department, or college committee or task force

- Elected chair of university, department, or college committee or task force