Towson University
Department of Chemistry

PROMOTION AND TENURE DOCUMENT

For Use in Fall 2016 for Academic Year
June 1st 2016 - May 31st 2017

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

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

General information regarding University System of Maryland (USM) policy on evaluation, promotion, tenure, and permanent status may be found in the Board of Regents University System Policy on Appointment, Reappointment, and Tenure of Faculty:
http://www.usmd.edu/regents/bylaws/SectionII/

and in the Towson University Policy on Appointment, Reappointment, and Tenure of Faculty:
http://inside.towson.edu/generalcampus/tupolicies/categorylist.cfm?thecategory=Faculty

and in the Jess and Mildred Fisher College PTRM document at:
http://www.towson.edu/fcsm/faculty/ptrm/PandT-Policies.asp

All deliberations pertaining to annual faculty evaluations, reappointment, merit, tenure, promotion, and comprehensive review at all levels shall be confidential. In this document, the term “faculty” will be used to include all full time faculty (tenured, tenure-track and lecturers). In those cases where policies or guidelines pertain to a subpopulation that sub-population will be clearly specified.

I. STATEMENT OF STANDARDS AND EXPECTATIONS FOR FACULTY

A. FACULTY MEMBERS WILL ABIDE BY THE FOLLOWING DOCUMENTS:
   1. The Towson University Faculty Handbook,
      http://www.towson.edu/provost/resources/toc.asp
      especially those sections which concern faculty rights and responsibilities, contractual policies, and policies for promotion, tenure, merit and review.
   2. The policies and procedures of the Fisher College of Science and Mathematics (FCSM) Promotion and Tenure Committee:
      http://www.towson.edu/fcsm/faculty/ptrm/PandT-Policies.asp
   3. The policies and procedures set forth in this document

B. FACULTY MEMBERS WILL OBSERVE THE FOLLOWING GENERAL UNIVERSITY AND FISHER COLLEGE OF SCIENCE AND MATHEMATICS EXPECTATIONS:
   1. Excellence in teaching.
   2. Professional growth and scholarly activity.
3. Service to the Department, the College, and the University.

C. RECOMMENDATIONS FOR PROMOTION, TENURE, REAPPOINTMENT, MERIT AND FOR THE COMPREHENSIVE FIVE-YEAR REVIEW, WILL BE BASED ON AN OVERALL PERFORMANCE EVALUATION SUPPORTED BY THE FACULTY-ANNUAL REPORT, THE ANNUAL FACULTY WORKLOAD EXPECTATION (AFWE) AGREEMENT, PEER AND STUDENT EVALUATIONS.
A prerequisite for a robust evaluation process is the cooperation of the department Chair and faculty members to produce AFWE’s across the department that are equitable and that seek to meet both individual professional goals and departmental goals. The department Chair shall meet individually with each faculty member during the spring semester each year to discuss goals and expectations. Those discussions will help to shape the AFWE for the next academic year that will be written by each faculty member.

The quality of all activities, (teaching, scholarship, and service) will be assessed by the appropriate department committees. All promotion, tenure, reappointment, merit, comprehensive five-year review and three-year review recommendations will be based on the procedures in the Towson University Department of Chemistry Promotion, Tenure, Reappointment and Merit (PTRM) Document. All recommendations shall be conveyed in writing to the faculty member, inclusive of any department chairperson’s recommendation and a record of the vote count no later than the fourth Friday in October. Non-reappointment recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member’s last known address.

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

II. TENURE-TRACK FACULTY

A. PROBATIONARY PERIOD
Tenure review shall occur in the “mandatory tenure-review year” as specified in the faculty member’s contract, unless otherwise agreed to in writing by the university and the faculty member. Typically the “mandatory tenure-review year” will be the faculty member’s sixth year of continuous, full-time service, and an instructor or assistant professor must receive a tenure review no later than the sixth year of continuous full-time employment. However, a faculty member may request review for tenure and promotion prior to the mandatory tenure-review year if s/he has demonstrated outstanding performance in teaching/advising or scholarship or university/civic/professional services, validated at the national level, and satisfactory or better performance in other performance categories. A faculty member reviewed for tenure prior to the mandatory tenure-review year and denied at the department or college level may withdraw his/her application for tenure before submission to the next level. However, note that an application cannot be withdrawn after the Provost’s decision. The withdrawal must be set forth in a writing directed to the department PTRM committee, in which event the next tenure and promotion review will occur in the mandatory tenure-review year specified in the original faculty contract.
First-year tenure-track faculty should expect to be re-appointed unless they fail to meet their contractual obligations or their teaching performance is deemed grossly inadequate and without significant potential for improvement. First-year tenure-track faculty will sign the Department Promotion and Tenure Disclosure Form within 10 business days of receipt of the Department Promotion and Tenure Document and the SENTF (Standards and Expectations for New Tenure-Track Faculty) document by the First Friday in September.

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

**C. CRITERIA FOR REAPPOINTMENT AFTER THE FIRST PROBATIONARY YEAR**
A tenure-track faculty member must show significant progress in fulfilling the expectations in the areas of teaching, scholarly activity, and service that are outlined in Section I B, the faculty member's letter of appointment, and Part II of the University Promotion and Tenure Annual Report Form.

**D. PROCEDURES FOR REAPPOINTMENT AND PROMOTION**
Deliberations concerning reappointment, non-reappointment and/or promotion of tenure-track faculty are the responsibility of the Department Promotion and Reappointment Committee. The composition of the Promotion and Reappointment Committee is described in Section VIII C.

All tenure-track faculty shall have their class(es) visited by a minimum of two peer observers each year. The visitors should be tenured faculty members of the Chemistry Department and ideally should teach in the faculty member’s area of specialization. Program Directors may conduct one of the class visitations for faculty associated with the following programs: Environmental Science and Studies, Forensic Science and Molecular Biology, Biochemistry and Bioinformatics. Each faculty member must submit the names of peer visitors to the PTRM Committee Chair by the third Friday in September for Fall semester observations or by the third Friday in February for Spring semester observations for approval by the PTRM Committee. If no visitors are selected, the PTRM Committee will assign them. For 1st Year faculty only, both visits must occur in the Fall semester.

All tenure-track faculty will prepare and submit a Faculty Annual Report Folder containing materials for evaluation at the end of the academic year. The following materials are required for the Faculty Annual Report by the FCSM Promotion and Tenure Committee and/or the University policies for Promotion, Tenure and Reappointment:

1. Annual report(s), for the entire evaluation period. This includes the AFWE for the subsequent evaluation period.
2. A curriculum vitae.
3. Syllabi of all courses taught during the evaluation period.
4. Peer and student evaluations of teaching. Student evaluation of teaching will include a review of quantitative ratings in combination with written comments.
5. Summary of major accomplishments is required only for the promotion and tenure recommendations.
6. Any other relevant supporting documents
In addition, the following requirements are added by the Department of Chemistry:

1. Part II of the AFWE from the previous year’s Annual Report.
2. A summary of major accomplishments (not required for first-year faculty).

The materials required are described in detail in the Jess and Mildred Fisher College PTRM document Sections V and IV  
http://www.towson.edu/fcsm/faculty/ptrm/PandT-Policies.asp#V

Note that a summary of major accomplishments is not required for first-year faculty.

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

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

In addition, all examinations and all student comments for all courses taught during the evaluation period must be included.

The Promotion and Reappointment Committee will read each tenure-track faculty member's evaluation materials, applying the guidelines in Section I when considering a tenure-track faculty member for reappointment or non-reappointment. Tenure-track faculty will be discussed individually by the Reappointment Committee. Voting for tenure or non-tenure will be by the secret ballot; each ballot will be dated and signed by the voting member’s TU ID number. Ballots will be forwarded to the FCSM Dean.

Faculty who are absent may not vote by proxy (Examples: on sabbatical, at a conference, sick). Faculty on sabbatical, or other approved leave, may vote if they have reviewed material and are present at the meeting.

Absentee ballots will only be approved for medical, sabbatical or other University approved leave. An individual committee member may be approved to vote by an absentee ballot. Absentee ballots must be approved by the PTRM Committee Chair. The absent member must submit to the PTRM Committee Chair both a request for an absentee vote and a sealed ballot prior to any meeting. A vote for tenure or non-tenure may be delayed to a subsequent meeting at the discretion of the PTRM Committee Chair. For passage, motions will require a positive majority of votes, of all committee members, whether present or not. In the case of a tie vote, the motion fails.

All recommendations, accompanied by a justification of the recommendation, shall be conveyed in writing to the faculty member, inclusive of any department chairperson’s statement and a record of the vote count no later than the fourth Friday in October. Non-reappointment recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member’s last known address. The tenure-track faculty member’s reappointment dossier will be forwarded to the FCSM Promotion and Tenure committee with the departmental recommendation.

To provide tenure-track faculty with additional feedback from departmental colleagues, an Internal Report will be prepared as follows. The PTRM Committee Chair will request from each member of the Department Tenure Committee professional comments on the tenure-track faculty member’s performance based on the faculty member’s annual report folder. The
Coordinator will prepare an Internal Report summarizing the comments and present it to the tenure track faculty member. The Mentoring and Resource Committee will discuss the Internal Report with the tenure-track faculty member. The report and any written responses by the evaluated faculty member become part of the Department Promotion and Tenure files.

E. Third Year Comprehensive Review For Tenure-Track Faculty

Tenure-track faculty at the conclusion of the fall semester of the faculty’s third year at Towson University will undergo a ‘Third Year Review’ by the Department Tenure Committee. 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 Towson University Faculty Handbook, Addendum A. The purpose of the review is to serve as an advisory and mentoring function for the faculty member.

The faculty member will prepare a dossier containing the following materials:

1. A narrative statement in which the candidate will describe how he or she has met and integrated teaching, research and service expectations over the evaluation period.

2. Annual Reports from the previous two years of service including the following:
   a) University Annual Report Form
   b) A Curriculum Vitae
   c) Syllabi of courses taught in each of the two years
   d) Peer and student evaluations of teaching
   e) Evidence of Scholarship
   f) Evidence of Service

3. Materials from the fall semester of the faculty member’s third year at Towson University including the following:
   i) Peer and student evaluations of teaching
   ii) Other material that would normally be included in a complete Annual Report.

The faculty member will prepare a dossier containing the materials described in detail in the Jess and Mildred Fisher College PTRM document Sections V and IV (Instructions for the Fisher College of Science and Mathematics (FCSM) Promotion & Tenure Dossier).

The faculty member’s report will be evaluated by the Department Tenure Committee. The Department Tenure Committee will prepare a written report indicating the faculty members’ progress towards tenure. The written report will become part of the faculty member’s file at the department level and will be shared with the Dean. The report will not be forwarded to either the College Promotion and Tenure Committee or the Provost’s Office. The written report will be discussed with the faculty member in a meeting with the Department Chair, Department PTRM Committee Chair and the faculty member’s Mentoring and Resource committee. The faculty member being reviewed will sign a statement indicating that they have read, but do not necessarily agree with, the review.

The evaluation must include an indication of whether or not the faculty member’s work to date is leading towards a positive tenure and promotion decision, and will 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 evaluation:

i. **Superior progress.** Requirements include excellence in teaching/advising, excellence in scholarship, and meeting department standards in service.

ii. **Satisfactory progress.** Requirements include progress towards excellence in teaching and scholarly productivity with satisfactory service as determined by the department. This Reappointment rating indicates that the department has determined that progress towards tenure is satisfactory but improvements are needed.

iii. **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.

### III. TENURED FACULTY

#### A. PROCEDURES FOR ANNUAL EVALUATION

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

1. Annual Report or Chairperson’s Annual Report for the entire evaluation period. This includes the AFWE for the subsequent evaluation period.
3. Syllabi of all courses taught during the evaluation period.
4. Peer and student evaluations, as appropriate, of teaching.
5. A summary of major accomplishments is required for promotion and tenure recommendations only.
6. Any other relevant supporting documents.

In addition, the following materials are required by the Department of Chemistry.

1. Part II of the AFWE from the previous year’s Annual Report

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

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

For faculty associated with interdisciplinary programs, the Department Promotion and Tenure Coordinator will request formal input on the faculty member’s contribution to the interdisciplinary program in the areas of teaching, scholarship and service from the director of that program.

#### B. COMPREHENSIVE FIVE-YEAR REVIEW

All tenured faculty will undergo a five-year comprehensive review. The procedures and requirements for the comprehensive review are the same as those in Section III A except that the review covers five years. To avoid duplication and to reduce the amount of materials to be
submitted, copies of materials submitted previously with annual reports need not be resubmitted. In addition, the faculty being reviewed will submit a comprehensive summary of their teaching, scholarship and service covering the five years under review. As part of the review process, two class visitations will be made by tenured faculty chosen by the faculty member undergoing the comprehensive review. These classroom visitations may take place anytime during the academic year preceding the Fall semester when the comprehensive review is due.

Voting for positive or negative recommendations will be by the secret ballot; each ballot will be dated and signed by the voting member’s TU ID number. Ballots will be forwarded to the FCSM Dean. All recommendations shall be conveyed in writing to the faculty member, inclusive of any department chairperson’s statement and a record of the vote count no later than the fourth Friday in October. Negative recommendations shall be delivered in person by the department chairperson or sent by certified mail to the faculty member’s last known address. A negative comprehensive review shall be followed by the development of a written professional development plan to remediate the faculty member’s failure to meet minimum expectations as noted in the comprehensive review. This written plan shall be developed by the faculty member and approved by the 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.

IV. TENURE

A. GENERAL INFORMATION
By the third Friday in September of the academic year preceding the academic year in which a faculty member intends to submit material for promotion and/or tenure, the faculty member shall notify the chair of the department of his/her intention. By the fourth Friday in September of the academic year preceding the academic year in which a faculty member is to undergo tenure or promotion, the department chair shall notify all members of the department of those intentions and shall confirm those intentions to the Dean and the Provost.

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

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

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

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

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

3. The faculty member must have contributed effectively to the Department in terms of service. In addition, the faculty member is encouraged to make service contributions to the College, University, Profession and Community.

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

C. PROCEDURES FOR GRANTING TENURE

The candidate will submit a dossier consistent with the requirements of the FCSM Promotion, Tenure, Reappointment and Merit Document and the Faculty Handbook.

Deliberations concerning tenure are the responsibility of the Department Tenure Committee. The composition of the Tenure Committee is described in Section VIII B. The Tenure Committee will read each tenure-track faculty member’s dossier, applying the guidelines in Section I and the criteria of Section IVA when considering a tenure-track faculty member for tenure. Faculty members may request consideration for early tenure. Such requests must be made in writing to the PTRM Committee Chair. Faculty members being considered for tenure will be discussed individually by the Tenure Committee. Voting for tenure or non-tenure will be by the secret ballot; each ballot will be dated and signed by the voting member’s TU ID number. Ballots will be forwarded to the Provost.

Faculty who are absent may not vote by proxy (Examples: on sabbatical, at a conference, sick). Faculty on sabbatical, or other approved leave, may vote if they have reviewed material and are present at the meeting.

An individual committee member may be approved to vote by an absentee ballot. The absent member must submit to the PTRM Committee Chair both a request for an absentee vote and a sealed ballot prior to any meeting. Approval for an absentee ballot will be made by the PTRM Committee Chair. Absentee ballots will only be approved for medical, sabbatical or other University approved leave. A vote for tenure or non-tenure may be delayed to a subsequent meeting at the discretion of the PTRM Committee Chair. For passage, motions will require a positive majority of votes of all the committee members, whether present or not. In the case of a tie vote the motion fails. The PTRM Committee Chair together with the Chair of the Department will notify the faculty member of the Tenure Committee’s recommendation.

All recommendations, accompanied by a justification of the recommendation, shall be conveyed in writing to the faculty member, inclusive of any department chairperson’s statement and a
V. PROMOTION FROM ASSOCIATE TO FULL PROFESSOR

A. CRITERIA

For promotion from Associate to Full Professor, a tenured faculty member must fulfill the expectations in the areas of teaching, scholarly activity and service that are outlined in Section IB and the faculty member's letter of appointment. The following specific criteria should also be fulfilled unless modified by the letter of appointment:

1. The faculty member must have developed as an exemplary teacher, as evidenced by significant contributions in course, curriculum and laboratory development, and peer and student evaluations of his/her teaching.
2. The faculty member must have demonstrated an ongoing research program actively involving undergraduate and/or graduate students. The faculty member’s scholarly contributions must be rated highly by external reviewers.
3. The faculty member must have continued to write and submit grant proposals to external granting agencies and should have obtained external funding.
4. The faculty member must have published papers and made public presentations. Papers must be in peer-reviewed journals and presentations should include some at local, regional, national or international meetings.
5. The faculty member must have made significant service contributions. These should include service in more than one of the following: Department, College, University, Profession, and Community.
6. The faculty member must have demonstrated high standards of humane, ethical and professional behavior.
7. The faculty member through their contribution to scholarship, service and teaching must have gained recognition at the regional, national or international level.

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

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

Deliberations concerning promotion are the responsibility of the Department Promotion and Reappointment Committee. The Committee will read each tenured faculty member’s dossier, applying the guidelines in Section I and the criteria of Section VA when considering a tenured faculty member for promotion. Consideration for promotion will be made at the written request of the faculty member. Such requests must be made in writing to the PTRM Committee Chair by the third Friday in September in the academic year prior to the academic year in which they wish to be considered. Faculty being considered for promotion will be discussed individually. The faculty member under consideration will be absent for that discussion and voting. Voting for promotion will be by the secret ballot; each ballot will be dated and signed by the voting member’s TU ID number. Ballots will be forwarded to the Provost.

Faculty who are absent may not vote by proxy (Examples: on sabbatical, at a conference, sick). Faculty on sabbatical, or other approved leave, may vote if they have reviewed material and are present at the meeting.

An individual committee member may be approved to vote by an absentee ballot. The individual faculty member must submit to the PTRM Committee Chair both a request for an absentee vote and a sealed ballot prior to any meeting. The absentee ballots must be approved by the PTRM Committee Chair. Absentee ballots will only be approved for medical, sabbatical or other University approved leave. For passage, motions will require a positive majority of votes of all committee members, whether present or not. In the case of a tie vote, the motion fails. The PTRM Committee Chair together with the Chair of the Department will notify the faculty member of the Reappointment Committee’s decision.

If the faculty member is the Chair of the Department, a second faculty member will be appointed by the Department Promotion and Reappointment Committee.

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

The faculty member’s Promotion dossier is forwarded to the FCSM Dean with the departmental recommendation.

C. FACULTY ASSOCIATED WITH INTERDISCIPLINARY PROGRAMS
The Department PTRM Committee Chair will request formal input on the faculty member’s contribution to the interdisciplinary program in the area of teaching, scholarship and service from the director of that program.
VI. LECTURERS

A. PROCEDURES FOR ANNUAL EVALUATION
All lecturers will prepare at the end of each academic year a Faculty Annual Report Folder for evaluation. The following materials are required:

1. Annual Report for the entire evaluation period. This includes the AFWE for the subsequent evaluation period.
3. Syllabi of all courses taught during the evaluation period.
4. Peer and student evaluations, as appropriate, of teaching.
5. Any other relevant supporting documents.
6. Part II of the AFWE from the previous year’s Annual Report

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

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

B. PEER EVALUATION
All lecturers should have their class(es) visited by a peer observer at least once in the second semester after initial hiring, and then at least once every three years thereafter. The visitors should be tenured or tenure-track faculty members of the Chemistry Department and ideally should teach in the faculty member’s area of specialization. Each lecturer must submit the names of peer visitors to the PTRM Committee Chair by the third Friday in September for Fall semester observations or by the third Friday in February for Spring semester observations for approval by the PTRM Committee. If no visitors are selected, the PTRM Committee will assign them.

VII. MERIT
Criteria for No-Merit, Merit and Merit+ should be based primarily on the comparison of the faculty member’s AFWE and Annual Report applying to the evaluation period. The correlation statements referring to the sections of the AFWE in each faculty member’s Annual Report must be substantive and will be carefully reviewed in the merit evaluation.

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

1. Superior teaching can be achieved by fulfilling Parts a-c of the Commendable teaching requirements (see part 2 below) and one or more of the following:
   a. Evidence of significant curricular innovation or creation of a new course, or improved assessment measures
   b. Supervision of 2 or more research students (or equivalent off-load supervision activity)
   c. College or University Teaching Award

2. Commendable teaching:
   a) Positive student course and instructor evaluations as evidenced by quantitative ratings and careful review of written qualitative student comments
   b) Strong peer evaluations (if these were conducted)
   c) Participated in intentional advising

   AND ONE OR MORE of the following:
   d) Supervision of one or more research students
   e) Evidence of improvement of personal knowledge of subject content or teaching methodologies

3. Acceptable teaching:
   a) Teaching load in AR, Part II
   b) Met class regularly
   c) Participated in intentional advising

4. Unsatisfactory teaching: One or more of the following:
   a. Failed to carry teaching load in AR, Part II
   b. Failed to meet class regularly
   c. Failed to schedule appointments with advisees
   d. Overwhelmingly negative student course and instructor evaluations
   e. Overwhelmingly negative peer evaluations

B. RATINGS FOR SCHOLARSHIP

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

2. Commendable scholarship: One or more of the following:
   a. Competitive external grant received (role other than PI or co-PI)
   b. competitive internal grant received
   c. competitive external grant applied for (PI or co-PI)
d. presentation of a paper by faculty member and/or student mentoree(s) at professional meeting
e. conducting workshops (This item might be expected to count more heavily for mathematics and science education faculty.)
f. invited lectures
g. progress reports or final reports on the implementation of externally funded projects
h. serving as a panelist or discussant at professional meetings

3. Acceptable scholarship: Fulfilled expectations in AR, Part II
4. Unsatisfactory scholarship: Failed to fulfill expectations in AR, Part II in a significant way

C. RATINGS FOR SERVICE
1. Superior service.

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

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

Or, two or more of the Commendable service activities.

2. Commendable service: Engagement in volunteer activities to represent Department, College or University plus one or more of the following:

a. Active participation in extra substantive activities beyond one’s agreed to load on AFWE
b. Unusually large or substantive contribution as part of one’s normal service load

3. Acceptable service:

Active participation in service activities assigned in the AFWE

4. Unsatisfactory service: One or more of the following:

a. Failure to participate in service activity(ies) assigned in the AFWE
b. Failure to attend faculty meetings and committee meetings or meetings arranged by course coordinators, unless specifically exempted in the AFWE or approved by the Chair of the Department and/or the FSCM Dean.
c. Uncollegial behavior

D. CRITERIA FOR MERIT RANKINGS
Each faculty member will be rated in each of the areas of teaching, scholarship and service using the following terms:

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

Subsequently, recommendations for merit will be based on the following guidelines:
A. Criteria for No Merit
1. Any unsatisfactory rating will result automatically in a merit ranking of "not meritorious.
2. No rating exceeds acceptable in any of the three areas.
3. Failure to meet, in substance, the expectations of the faculty member’s AFWE of the previous academic year.
4. Refusal to file a complete and fully signed AFWE by its effective due date.
5. Consistent failure to meet assigned classes on a regular basis during the academic year unless approved by the Chair of the Department and FSCM Dean.
6. Refusal to attend on a regular basis: departmental faculty meetings and/or departmental committee meetings and/or meetings arranged by course coordinators unless specifically exempted in the AFWE or approved by the Chair of the Department and/or the FSCM Dean.

B. Criteria for Merit (Base Merit)

Superior or Commendable evaluation in at least one area, and Acceptable or better in all three areas.

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

Commendable or superior ratings in all three areas of teaching, scholarship and service, and superior rating in at least one area

E. PROCEDURES FOR MERIT

Merit recommendations will be made by the departmental Merit Committee using the previous academic year’s Annual Report (including the AFWE), Parts I and II. The Merit committee will apply the criteria for No-Merit, Merit and Merit+ criteria for Superior, Commendable, Acceptable or Unsatisfactory performance in Teaching, Scholarship and Service detailed in Section VI A - C of this document in making its recommendations. The Merit Committee will discuss each candidate and decide a faculty member’s merit by consensus of all members. The Merit Committee will vote on the ratings of each faculty member by secret ballot, signed with each Committee-member’s TU ID. Ballots will be forwarded to the Dean of FSCM. A member of the Merit Committee whose merit is under discussion will absent him/herself from the meeting and is not eligible to vote on his/her merit recommendation. The remaining committee members will make the merit recommendation for that member.

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

F. FACULTY ASSOCIATED WITH INTERDISCIPLINARY PROGRAMS

The director of the faculty member’s interdisciplinary program will meet with the Department Chair and the faculty member to help shape the faculty member’s AFWE. The director will provide input in the determination of the faculty member’s Merit recommendation.
G. **Faculty on Full-Academic Year Sabbatical or Other University Approved Leave**

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

**VIII. Appeals**

A. **Promotion, Tenure and Reappointment**

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

B. **Merit**

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

**IX. Committee Structure**

A. **Mentoring and Resource Committee**

The Mentoring and Resource Committee shall consist of two faculty members, tenure-track or tenured, assigned by the Chair of the Department to the incoming tenure-track faculty member. After the first year, the composition of the Committee may be changed by the Chair of the Department at the request of either the tenure-track faculty member or members of the Mentoring and Resource Committee.

B. **Tenure Committee**

The Tenure Committee will consist of all tenured department faculty; the Chair of the Department will serve as a non-voting ex-officio member. Committee members who have applied for promotion in the current year may not serve. Members who are being evaluated for five-year comprehensive review may serve. Voting for tenure or non-tenure will be by the secret ballot; each ballot will be dated and signed by the voting member’s TU ID number. Ballots will be forwarded to the FCSM Dean. Tenured Faculty on approved University leave are members of the Tenure and Reappointment Committees during the time of their leave and can request voting privileges by notifying the Department Chair of their decision to do so. The PTRM Committees may not conduct business unless a quorum of all committee members is present. The quorum for all committees shall be a simple majority of voting members. The Tenure Committee will evaluate faculty for tenure and for the three-year review of tenure-track faculty. Votes must be by secret ballot (dated, signed with the voting faculty member’s TU ID number).
C. **THE PROMOTION AND REAPPOINTMENT COMMITTEE**

The Promotion and Reappointment Committee will evaluate faculty for reappointment, merit, promotion, and for the five-year review of tenured faculty. The Promotion and Reappointment Committee will consist of all tenured faculty and chaired by the PTRM Committee Chair, with the Chair of the Department serving as a non-voting *ex-officio* member. *Committee members who have applied for promotion in the current year may not serve. Members who are being evaluated for five-year comprehensive review may serve.* Votes must be by secret ballot (dated, signed with the voting faculty member’s TU ID number). The PTRM Committee Assistant Chair will assume the duties of the PTRM Committee Chair if the latter is unable to discharge them due to illness, etc.

D. **THE MERIT COMMITTEE**

The Merit Committee will evaluate faculty for merit. The Merit Committee will consist of the PTRM Committee Assistant Chair, two tenured and two tenure-track faculty members and Chair of the Department serving as a non-voting *ex-officio* member. The two tenured and two tenure-track faculty members of the Merit Committee will serve one-year terms and will be elected in the final faculty meeting of Spring semester (by second Friday in May). Votes must be by secret ballot (dated, signed with the voting faculty member’s TU ID number). Alternates chosen and vacancies will filled by secret ballot of tenured and tenure track faculty.

E. **THE DUTIES OF THE PTRM COMMITTEE CHAIR INCLUDE THE FOLLOWING:**

The PTRM Committee Chair will be as tenured faculty member of the Department and will be elected by the tenured and tenure-track Chemistry Department faculty for a term of three years at the final faculty meeting of the spring semester. The Chair of the Department will be neither the PTRM Committee Chair nor Assistant Chair.

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

F. **THE DUTIES OF THE PTRM COMMITTEE ASSISTANT CHAIR INCLUDE BUT ARE NOT LIMITED TO:**

The PTRM Committee Assistant Chair will be a tenured faculty member of the Department and will be elected by the tenured and tenure-track Chemistry Department faculty for a term of three years at the final faculty meeting of the spring semester. The Chair of the Department will be neither the PTRM Committee Chair nor Assistant Chair.
The PTRM Committee Chair will schedule the Tenure Committee and the PTRM Committee Assistant Chair will chair the PTRM Committee meetings in the absence of the PTRM Committee Chair. The PTRM Committee Assistant Chair will prepare the recommendation forms required by the College Promotion and Tenure Committee for Merit.

G. **DUTIES OF THE CHAIR OF THE DEPARTMENT:**

The Chair of the Department will ensure that the deliberations and actions are in compliance with University and College PTRM procedures, and that they meet the deadlines in the Towson University Permanent Promotion and Tenure Calendar. The Chair will maintain PTRM records in Department (with assistance of PTRM Committee Chair), check faculty evaluation portfolios for completeness, correct formatting (these responsibilities may be delegated to the PTRM Committee Chair), and convey the portfolios to PTRM Committee. The Chair will meet with each faculty to negotiate the AR Part II, and after annual departmental evaluation, to discuss the outcome of the committee deliberations. The Chair will write independent evaluation letters for candidates for promotion and tenure, and may do so for the merit evaluations.
X. CALENDAR

A. The Third Friday in May

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

B. The Third Friday in June

All of the following documents are due and must be submitted to the department chairperson or designee(s):

1. Faculty Annual Report (AR) or Chairperson’s annual Report (CAR)
2. Current professional curriculum vitae
3. Syllabus for each course currently taught
4. Evaluation of teaching and advising
5. Other documents required in Section II.B or desired by faculty member

C. The Third Friday in September

1. Faculty may add information to update their files for work completed before June 1st
2. First Year Probationary Faculty members have met with the department chairpersons to complete the Statement on Standards and Expectations for New Tenure-track Faculty (SENTF) form.
3. Faculty notify department chair of intention to submit materials for promotion and/or tenure in the next academic year.

D. The Second Friday in October

1. Department PTRM Committee(s)’ recommendations given to all non-first year faculty. See page 3-43 for appeal procedures.
2. College PTRM documents are due to the University PTRM Committee if changes have been made since last approved.

E. The Fourth Tuesday in November

All faculty recommendations delivered to the college PTRM Committee

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

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

G. The Third Friday in January

1. The recommendations for tenure and/or promotion of the College PTRM Committee’s and the dean’s (if applicable) given to all faculty members with a copy to the department chairperson. Faculty members may appeal a negative judgment. See page 3-44 for appeal procedures.
2. The college committee’s recommendation concerning faculty members appealing their departmental (PTRM) recommendation delivered to candidate and department chairperson. Faculty may appeal a negative judgment from the college committee. See page 3-44 for appeal procedures.
3. Department recommendations concerning reappointment for first-year tenure-track faculty delivered to the faculty member and the dean. Faculty may appeal to the college PTRM Committee. See page 3-43 for appeal procedures, which are the same as those for promotion and tenure.

H. The Second Friday in February
1. All promotion, tenure/reappointment, and merit recommendations delivered to the provost. This includes college appeal recommendations on department recommendations for first-year tenure-track faculty.

2. Department documents concerning promotion, tenure/reappointment, and merit (with approval form signed by all current faculty members) delivered to the chairperson of the University PTRM Committee, if any changes have been made. All changes must be indicated with redline (for additions) or strikeout (for deletions), submitted in triplicate. Department not electing to change their documents do not need to report.

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

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

J. The Third Friday in March

1. Provost’s decisions given to all faculty members recommended for tenure and/or promotion. Faculty members may appeal a negative decision. See page 3-45 for appeal procedures.

2. The Provost’s decision concerning faculty appeals of their college PTRM committee’s recommendations is delivered to the appellant. Faculty members may appeal a negative decision. See page 3-45 for appeal procedure.
XI. APPENDICES

Appendix I
DEPARTMENT PROMOTION AND TENURE DISCLOSURE FORM

NAME: __________________________________________

RANK: __________________________________________

DATE OF APPOINTMENT: ___________________________

_________________________________________________

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

Signatures

_________________________________________________
Faculty Member: ___________________________ Date

_________________________________________________
Chair of the Department __________________________ Date
CLASS VISITATION REPORT

Course Title: ___________________________ Course No.: ___________________________

Semester/Year: ________________________ Meeting Times: ___________________________

Name of instructor: _____________________

A. Accuracy of content

Technical Terminology (appropriate use of)

Nomenclature (correct/current use of)

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

Other

B. Level of content

Quantitation (course appropriate handling of)

Other

C. Clarity of delivery

Use of media (competence with chosen format)

Legibility/Visibility

Voice (projection/pacing)
Other

D. Overall Effectiveness
Class interaction

Other

E. Miscellaneous

Date of Visit: ____________________________  Time of Visit: ____________________________

Name of Visitor: ________________________  Signature: _______________________________

I have read this visitation report.