
THE DEPARTMENT OF MATHEMATICS PTRM POLICIES AND PROCEDURES

Approved by:

The faculty of the Department:	May 19, 2017
The FCSM PTRM Committee:	February 9, 2017
The UPTRM Committee:	April 28, 2017

FACULTY HANDBOOK OF THE DEPARTMENT OF MATHEMATICS: PROMOTION, TENURE, REAPPOINTMENT AND MERIT POLICIES AND PROCEDURES

The Promotion and Tenure Policies and Procedures documents of the Department of Mathematics are comprised of 16 Sections.

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These documents govern the promotion, tenure, reappointment and merit policies and procedures of the Department of Mathematics. These documents are approved by the Tenure Committee of the Department of Mathematics, then the Promotion, Tenure, Reappointment and Merit Committee of the Jess and Mildred Fisher College of Science and Mathematics, and finally by the Towson University Promotion, Tenure, Reappointment and Merit Committee.

The official University Promotion, Tenure, Reappointment and Merit Committee web page is found at

- <http://www.towson.edu/about/administration/senate/committees/ptrm.html>

and contains links to the ART policy on the policies page and links to all college PTRM policies and all approved departmental PTRM policies.

Preface

For the purpose of this document, the Promotion & Tenure Committee (P&T Committee) will serve as the full Promotion, Tenure, Reappointment and Merit (PTRM) Committee that is referenced in the FCSM Promotion and Tenure Documents, and the University Faculty Handbook. The various subcommittees of the P&T Committee and their composition are described in Section II-10 (see Section II-1 for additional details).

The following voting procedure as mandated from the College and University documents will be followed by the Department of Mathematics:

"All votes regarding tenure, promotion, reappointment and merit, and/or comprehensive reviews taken by any 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 of the committee's recommendation to the next level of review. The secret ballots shall be placed separately in a sealed envelope and forwarded to the dean. For reappointment, merit, and comprehensive reviews, the dean shall preserve the sealed ballots until all appeal periods have passed and then, if there is no ongoing appeal, shall shred the ballots. For tenure and promotion reviews, 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 years following the faculty member's termination or resignation from the university. No committee member will abstain from a vote for tenure or promotion unless the Provost authorizes such abstention based for good cause, including an impermissible conflict of interest."

PART I. STANDARDS AND EXPECTATIONS FOR FACULTY

All faculty members are to act in accordance with the provisions of the Department Faculty Handbook. Individual faculty members are further bound by the STANDARDS AND EXPECTATIONS FOR TENURE TRACK FACULTY (SENTF) form they have signed (see Section I-1 subsection VI).

It is emphasized that the Department of Mathematics policy on faculty evaluation is consistent with the policy set forth by the document "TU Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit" prepared by the University PTRM Policy Committee (see Faculty Handbook), and also the FCSM document "FCSM Promotion and Tenure/Reappointment, and Merit Committee Policies, Procedures Criteria and Standards" prepared by the FCSM Promotion, Tenure, Reappointment and Merit Committee, March 2011.

Section I-1. Statement of Standards and Expectations for Tenure-Track Faculty

I. Faculty members will abide by the following documents:

- A. The Towson University Faculty Handbook, especially those sections, that address faculty rights and responsibilities, contractual policies, and policies for promotion, merit, and tenure review.
- B. The policies and procedures of the Jess and Mildred Fisher College of Science and Mathematics Promotion and Tenure Committee.
- C. The policies and procedures set forth in the Department of Mathematics promotion and tenure document. Only tenured and tenure track faculty are eligible to vote on matters involving hiring, promotion, reappointment, merit and tenure.

II. Faculty members will observe the following general University and Jess and Mildred Fisher College of Science and Mathematics expectations (as spelled out in the Jess and Mildred Fisher College of Science and Mathematics Criteria for Promotion and Tenure document and Towson University Handbook):

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

III. Faculty members will also observe these additional expectations:

- A. A faculty member's primary concern is excellent teaching and continued scholarly growth. Commitment to a discipline involves an awareness of the recent scholarship in that area.
- B. A faculty member engages in advanced study and is involved in professional organizations in order to grow intellectually.
- C. A faculty member publishes in the mathematical sciences or mathematics education, preferably refereed journals or refereed conference proceedings.
- D. A faculty member meets his/her classes as scheduled by the University.
- E. A faculty member is ready to advise and assist students in academic matters, and is available through office hours and appointments.
- F. A faculty member shares the responsibility of departmental and University governance through committee participation. No faculty member, however, need serve on more than a reasonable number of committees.
- G. A faculty member participates each year in the general evaluation process (annual report, evaluation by students and colleagues).
- H. A faculty member familiarizes himself/herself with the departmental policies and procedures concerning promotion, tenure, reappointment and merit.

- I. A faculty member is cognizant of and teaches in substantial conformance with:
 - 1. course descriptions (as they appear in the current University catalog), and
 - 2. course outlines and related documents (as promulgated by the department) that pertain to those courses he/she teaches.
- J. In the first week of classes, a faculty member shall inform students in writing of his/her policies regarding testing, grading and attendance.
- K. A faculty member meets any responsibilities that were agreed to and are specific to the particular position to which the person was appointed.

IV. An overall performance evaluation, supported by the Faculty Annual Report, peer evaluations, and student evaluations will be the basis for all recommendations of merit increments, reappointment, promotion, and tenure. The quality of all activities — teaching, scholarship, and service — is assessed by the department committees and the college committee in arriving at recommendations:

- A. Non-tenured faculty members will be formally evaluated each year during the probationary period. An important part of this evaluation is the classroom observations by tenured faculty members. Each classroom observation is followed by the submission, to the faculty member observed and to his/her P&T file, of a written evaluation.
- B. All faculty members are subject to an annual evaluation by the appropriate departmental rank committee for purposes of recommending promotion and/or merit increment. All promotion and merit increment recommendations will be based on meritorious performance appropriate to the faculty member's rank. The following will be considered in this evaluation:
 - 1. Excellence in teaching, as evidenced by (a) peer evaluations (including classroom observations; review of syllabi, new course development, examinations, and other materials; review of grading standards and procedures) and (b) student evaluations.
 - 2. Scholarly activity and professional growth, as evidenced by publication of books, articles, reviews, appropriate to the individual's role and professional development at Towson; presentation of papers and lectures; attendance at and participation in conferences and workshops; research; and other professional activity.
 - 3. Service to the department and to the College and University, as evidenced by committee activities, the development of new programs, and other activities, in conformity with the FCSM Criteria for Promotion and Tenure document.
 - 4. Service to professional societies (statewide, regional, national, or international) in the discipline or in higher education, though such service will not be expected of all faculty members. Service might include holding office, chairing, or serving on a committee, organizing a conference, etc.
 - 5. Service to the community related to one's discipline, though such service will not be expected of all faculty members and will not be regarded as a substitute for service within the university.
- C. All tenured faculty shall undergo a periodic review (see VIII of this section).

V. Probationary period:

The probationary period shall be that stipulated in the faculty member's letter of appointment. Normally, and unless stated otherwise in the letter of appointment, the probationary period shall be six years at the rank of Assistant Professor. This probationary period does not include any years of prior service at other institutions or at Towson University unless such has been negotiated in advance and incorporated in the individual faculty member's letter of appointment.

The Department may in exceptional circumstances make a promotion or tenure recommendation earlier than the tenure review date as specified in the contract. Any recommendation for promotion prior to the normal tenure review date must be accompanied by a recommendation for tenure (see the Faculty Handbook).

At the conclusion of the Fall semester during the faculty member's third year the P&T Committee will conduct a "Third-Year Review" as an advisory and mentoring function. This evaluation of the faculty member's progress will become part of the individual's file at the department level and shared with the dean; however, it will not be forwarded to the FCSM P&T Committee or the provost. The purpose of the evaluation is to assess progress toward tenure by advising and mentoring the faculty member: including assistance where issues or shortcomings are identified and encouragement where progress is deemed satisfactory or exemplary. More information about the Third Year Review is given in VII of this section.

VI. Standards and Expectations of New Tenure Track Faculty (SENTF)

Each newly appointed faculty member is asked to complete certain assignments related to the area(s) of specialization in which he/she was hired. The specific expectations for the first year of employment are contained in an agreement form (a blank copy of which can be found at <http://www.towson.edu/fcsm/facultystaff/promotiontenure.html>).

VII. Third-Year Review:

During their third year of service tenure-track faculty members are evaluated on their primary dimensions: teaching, scholarship, and service, as explained in detail in IV of this section. The procedure is as follows. At the conclusion of the Fall semester of the third year, the faculty member prepares an interim dossier of activities for the previous two and one-half years. A critical part of the dossier is a narrative statement where the faculty member describes how he or she has met teaching, research and service expectations over the review period. Also, the dossier will include the annual reports for the previous two years as well as all material for the Fall semester that will be included in the third year annual report. The faculty member will submit this dossier to the department chair by the third Friday in January.

The P&T Committee, after discussion and confidential voting (in accordance with the College and University requirements), will provide a clear statement of progress toward tenure to the faculty member. The following three-level scale will be used:

1. Superior Progress. Requirements include excellence in teaching, scholarship and service.
2. Satisfactory Progress. Requirements include progress towards excellence in teaching and scholarship with satisfactory service.
3. Not Satisfactory Progress. This evaluation requires change by the faculty member across one or more dimensions.

This feedback will be given to the faculty member both in writing and in a face-to-face meeting with the department chair and the faculty member's Resource and Evaluation Committee chair no later than the first Friday in March. The faculty member will sign a statement indicating that they have read, but do not necessarily agree with, the final review.

VIII. Comprehensive Five-Year Review

All tenured faculty shall undergo periodic comprehensive reviews. The first such review shall occur five years after receiving tenure and every five years thereafter. The specific time-line for individual tenured faculty members for the Comprehensive Five-Year Review is available in an attachment to this handbook.

Section I-2. Standards and Expectations for Faculty Members in Full-Time Visiting Positions

All full-time, visiting faculty members appointed to the Department of Mathematics of Towson University shall meet the following expectations:

- A. A faculty member shall be governed by all appropriate regulations and policies of the Board of Regents of the University of Maryland System, University Senate of Towson University, and the duly elected officers of Towson University, as stated in the contractual agreements between the parties and promulgated in the Faculty Handbook.
- B. A faculty member's primary concern is excellent teaching and continued scholarly growth. Commitment to a discipline involves an awareness of the recent scholarship in that area.
- C. A faculty member engages in advanced study and is involved in professional organizations in order to grow intellectually.
- D. A faculty member engages in publishable mathematics or mathematics education.
- E. A faculty member meets his/her classes as scheduled by the University.
- F. A faculty member is ready to advise and assist students in academic matters, and is available through office hours and appointments.
- G. A faculty member shares the responsibility of departmental and University governance through committee participation. No faculty member, however, need serve on more than a reasonable number of committees.
- H. A faculty member participates each year in the general evaluation process (annual report, evaluation by students and colleagues).
- I. A faculty member familiarizes himself/herself with the departmental policies and procedures concerning promotion, tenure, reappointment and merit.
- J. A faculty member is cognizant of and teaches in substantial conformance with:
 - 1. course descriptions (as they appear in the current University catalog), and
 - 2. course outlines and related documents (as promulgated by the department) which pertain to those courses he/she teaches.
- K. In the first week of classes, a faculty member shall inform students in writing of his/her policies regarding testing, grading and attendance.
- L. A faculty member meets any responsibilities which are specific to the particular position to which the person was appointed.

If pertinent, included will be a specific list of responsibilities will be prepared by the chairperson and approved by the department at the time of recommendation for first appointment.

PART II. PROMOTION, TENURE, REAPPOINTMENT AND MERIT POLICIES AND PROCEDURES

Section II-1. Tenure

A. Criteria.

To be considered eligible to be recommended for tenured status a faculty member must be acting in accordance with the provisions of the Towson University Faculty Handbook and the STANDARDS AND EXPECTATIONS FOR TENURE-TRACK FACULTY (SENTF) form that he/she has signed (see Section I-1).

B. Procedures.

1. Tenure:

The departmental P&T Chair will inform the P&T Committee of the names of those faculty members who are approaching the end of their probationary period and must be considered for tenured status. A faculty member who has applied for early consideration for tenure shall also be considered, in accordance with 2 below.

Prior to a P&T Committee meeting, each member of the committee should examine the Department Promotion and Tenure files of all probationary faculty members. The committee will meet and discuss probationary faculty members (see Section II-8 and Section II-10 for a discussion of confidentiality and make-up of these committees, respectively).

The decision to consider recommending a probationary faculty member for tenure will be made in a meeting of the P&T Committee. A motion to recommend someone for tenure is passed provided a simple majority of the committee votes affirmatively. Early tenure will be recommended if at least two-thirds of the P&T Committee votes for early tenure. A quorum must be present for a meeting to take place. For the purposes of discussing tenure, a quorum consists of two-thirds of the members of the P&T Committee. Voting procedures are to be in accordance with College and University guidelines.

2. Early initial promotion and tenure:

The FCSM Policies, Procedures, Criteria, and Standards contains the following statement:

“In cases when an application for early promotion is made (early in this context refers to an application made before the date agreed upon in the Faculty Appointment Contract), the justification provided for such a step needs to be clearly and explicitly stated. The standards for such applications will necessarily be higher than with applications made in accordance with the dates in the Faculty

Appointment Contract, and such applications will be considered separately from applications following the agreed-upon dates.”

A probationary faculty member who wishes to apply for promotion and tenure before the end of the probationary period should submit a written request to this effect to the Department Chair. A copy should be given to his/her Rank Committee and Resource and Evaluation Committee. This letter should be received by the third Friday in September. If the Resource and Evaluation Committee supports the application, it will bring the case to the attention of the P&T Committee.

If the Resource and Evaluation Committee is unwilling to support the applicant's request, he/she may appeal to the P&T Chair, who will bring the case to the attention of the Tenure Committee. This committee, after consideration, will submit its recommendations to the P&T Committee.

3. **Ballots:**

Decisions to recommend or not to recommend that a faculty member be given tenured status will be determined by a secret ballot distributed and collected after the P&T Committee meeting(s) in which the application was considered. These ballots are to be signed with the faculty member's TU ID and given to the Mathematics Administrative Assistant, who will sign that the ballot has been received. All members of the P&T Committee are required to return a ballot. For both tenure and early tenure, ballots will be counted by the department chairperson with the assistance of a committee member. Promotion and Tenure ballots will be forwarded to the Provost; Reappointment, Merit, and Comprehensive Review ballots will be forwarded to the Dean of the FCSM.

Note: The above voting procedure is in accord with that of the College and University documents as stated in the Preface:

4. **Reporting and Appeals:**

Recommendations of the P&T Committee will be reported to the Department Chairperson. The Department Chairperson shall notify the probationary faculty member of the P&T Committee's decision.

If a faculty member at the end of his/her probationary period, is not recommended for tenure, an appeal may be made directly to the FCSM PTRM Committee. If the faculty member is not recommended for tenure, the departmental P&T Chair will prepare a document to be forwarded to the FCSM PTRM Committee and also to the faculty member concerned. If there is no appeal to the college, no such letter need be written. This document will constitute the Department of Mathematics' official reasons for non-recommendation of tenure, and must have the approval of the P&T Committee.

Section II-2. Reappointment of Faculty

The P&T Committee will make all recommendations regarding reappointment. See Section II-10.A for the composition of the P&T Committee. At least two members of the P&T Committee will visit the classes of probationary tenure-track faculty each semester of their first, second and fifth years. At least one member of the P&T Committee will visit the classes of probationary tenure-track faculty each semester of their third and fourth year.

The corresponding requirements for all full-time, non-tenure track faculty are: at least once per semester during the first year and at least once a year thereafter.

Prior to a P&T Committee meeting, a committee member should examine the Department Promotion and Tenure files of probationary tenure-track and full-time non-tenure track faculty members. The P&T Committee will meet and discuss reappointment of probationary tenure-track, full-time non-tenure track and visiting faculty members eligible for reappointment. Reappointment will be recommended if a simple majority of the P&T Committee votes in favor of reappointment. A quorum for the P&T Committee not discussing tenure is a simple majority of its members. (See Section II-8 for a discussion of the confidentiality of this committee).

Actions of the P&T Committee will be reported to the Department Chairperson.

1. Tenure Track Probationary Faculty

Recommendations regarding reappointment of probationary tenure-track faculty members will be determined by confidential ballot, distributed and collected after the P&T Committee meeting (in accordance with the University rules). Reappointment will be recommended if a simple majority of the P&T Committee votes in favor of reappointment. Ballots will be counted by the P&T Chair and the Department Chairperson. A copy of the vote count, signed by both counters, will be circulated to the P&T Committee members.

If a tenure-track faculty member is not recommended for reappointment, the P&T Chair will prepare a document to be forwarded to the FCSM PTRM Committee, and a copy will be given to the faculty member concerned. This document will constitute the Department of Mathematics' official reasons for non-recommendation of reappointment, and must have approval of the Tenure Committee. A faculty member who is not recommended for reappointment may appeal to the FCSM PTRM Committee. It will be the duty of the Department Chairperson to inform the faculty member of decisions of the P&T Committee.

2. Visiting Faculty

Recommendations regarding reappointment of visiting faculty members will be determined by a vote of all tenured and tenure-track faculty members.

3. Procedure for Hiring/Evaluating/Renewing Lecturers

- a. If there is an opening for a lecturer's position, a Search Committee will be appointed by the Chair, the position will be advertised, at least locally, and an applicant will be offered the position by the Chair after consultation with the Search Committee/Department. The ad for the position will contain the phrase: "preference will be given to applicants with an earned doctorate".
- b. If the circumstances did not make the above procedure feasible, the Chair may appoint a lecturer for only one year without a search.
- c. The Merit Committee for Lecturers (see Section II-14) will evaluate all lecturers. The committee will ensure the lecturer is observed at least once a semester for the first year and at least once per year thereafter at the discretion of the Department Chair. The committee will provide to the Chair one of the following recommendations:
 - i. The lecturer's contract should not be renewed for the following year.
 - ii. The lecturer's work is reviewed favorably, but a search is recommended. The lecturer may apply for the position.
 - iii. The lecturer's contract should be renewed for another year if the position is available.
 - iv. The above recommendation will be made to the Department Chairperson by the first week of January of the current academic year, and the faculty member shall be made aware of the decision no later than the first week of February.

Section II-3. Promotion

A. Criteria.

All persons who meet the minimum standards established by the Board of Regents and Towson University, as published in the Faculty Handbook and summarized in the document "TU Policy on Faculty Evaluation for Promotion, Tenure/Reappointment, and Merit", will be considered for promotion.

The FCSM Policies, Procedures, Criteria, and Standards for promotion at the different levels contains the following statements on **criteria for promotion and tenure**: The Mathematics Department will follow these criteria:

Criteria and Standards for Promotion and Tenure

1. Statement of Philosophy

The following are the general criteria and standards for promotion and tenure within the Fisher College of Science and Mathematics. It is recognized that each department within the College has a distinctive character and set of expectations and the purpose of this document is not to stifle that individuality. Conversely, it is also believed that there should be some commonality of standards that apply to all departments within the College that reflects the nature and mission of the College. This outline attempts to reconcile these different views.

2. Tenure and Promotion to Associate Professor

Because the promotion to Associate Professor usually (but not always) carries the awarding of tenure, these are treated as one and the same in this document. In unusual cases, there may be justification for tenure without promotion, but that is not considered here.

Promotion to Associate Professor with tenure is the most important step up the academic ladder for two reasons. First, the newly promoted faculty member can remain at Towson throughout his or her academic lifetime; promotion with tenure should be considered as a commitment to keeping that faculty member as a productive colleague throughout this time. Second, with rare exceptions, promotion to Associate Professor with tenure is a one-time event; if not granted, that faculty member will likely leave Towson University. For these reasons, it is important that the general criteria and expectations for this promotion be laid out clearly.

In general, the department does not feel that rigid, quantitative criteria are appropriate for a faculty whose interests are diverse and wide ranging. This is especially true in the area of research, where use of numbers of publications, grants, or presentations at meetings is highly variable among disciplines. However, we have provided some general guidelines for achievements in Teaching, Scholarship, and Service.

Teaching — The general expectation is that teaching is our central function and that all faculty should strive to be outstanding teachers. Assessing teaching performance, however, is extremely difficult. Our general philosophy is that no single criterion can be used to adequately judge teaching performance. At a minimum, the following must be used to measure teaching effectiveness. The listed items are not prioritized according to order of importance:

- quantitative student evaluation scores
- summaries of written comments from student evaluation forms
- course syllabi, exams, assignments, etc.
- copies of all signed reports from peer observations of teaching.

However, in addition to the above items, other measures are also appropriate. The faculty member is encouraged to submit a teaching portfolio to assist in the evaluation of teaching performance. This portfolio would include all of the above four items. Other items that may be included, where appropriate, are (but not limited to) the following. The listed criteria are not prioritized according to order of importance:

- evidence of the development of new courses
- evidence of modification of course content or delivery
- evidence of improvement of personal knowledge of subject content or teaching methodologies
- evidence of contributions and/or delivery of a new curriculum
- professional awards for teaching excellence
- evidence of supervision of student research
- for mathematics and science educators: evidence of supervision and mentoring of pre-service teachers.

Scholarship — It is recognized that faculty practice four kinds of scholarship as defined by the Boyer Model*: discovery, integration, application, and teaching. The general expectation is that all faculty members should be able to demonstrate the presence of an active and ongoing program of scholarship of one or more of these forms. The faculty member needs to demonstrate the ability to initiate and carry out to completion scholarly work at Towson University in his/her research specialty as evidenced by the following. The listed criteria are **not** prioritized according to order of importance:

- publications in peer reviewed scholarly journals
- or, when appropriate to a discipline, publications in peer reviewed conference proceedings
- publication of a professionally appropriate peer reviewed book, textbook, manual or extensive monograph

- submission of university-approved patent applications to the U.S. Patent Office or the awarding of such patents.

*Charles E. Glassick, Mary Taylor Huber, and Gene I. Maeroff. *Scholarship Assessed: Evaluation of the Professoriate* (An Ernest L. Boyer Project of the Carnegie Foundation for the Advancement of Teaching) San Francisco: Jossey-Bass, 1997.)

In addition to a scholarly publication record, several other criteria may be employed as illustrated below. Note that these are examples of criteria to be used, and other criteria may be employed at the discretion of the department. The listed criteria are not prioritized according to order of importance:

- competitive internal and external grants attempted and received
- progress reports or final reports on the implementation of externally funded projects
- chairing (and/or organizing) sessions at professional meetings
- presenting papers at professional meetings
- documented research in progress
- conducting workshops (This item might be expected to count more heavily for mathematics and science education faculty.)
- invited lectures
- panelist or discussant at professional meetings
- professional awards based on scholarly achievement.

Service — The general expectation is that all faculty members should be actively engaged in service, to the department, the College, the University community, and to the faculty member's discipline. The exact level of service is primarily a departmental function and no specific level of service is mandated here (specific levels of Service are outlined in the Faculty Handbook).

Faculty are expected to make useful, documented contributions to their department, their College, the University, and to their discipline.

3. Promotion to Full Professor

Promotion to Full Professor is the ultimate step in academic recognition. This promotion should recognize not only length of service, but also a **sustained commitment** to excellence or distinction in teaching, scholarship, and service. In addition to high levels of teaching effectiveness (using criteria noted above), and a leadership role in the area of service, faculty should demonstrate a sustained program of recognized scholarship, as indicated by, for example, a substantial refereed publication record, successful textbook authorship, success in attracting external grants, and presentations at national and international meetings. We emphasize that while different disciplines will necessarily have

different levels of grant success and publication, the key element is a sustained commitment to scholarly productivity.

Letters of evaluation from external reviewers will be solicited from outside the University pursuant to the Guidelines approved by the Faculty Senate (see Appendix D of the FCSM documents). The external evaluation will address the candidate's scholarship as it relates to the candidate's promotion to Full Professor. The letters will remain confidential and will not be made available to the faculty member. These letters will not be included in the faculty evaluation portfolio, but will be forwarded under separate cover to each subsequent level of review, along with an optional departmental review of the external review letters.

4. Early Promotion

Initial Promotion — In cases when an application for early promotion is made (early in this context refers to an application made before the date agreed upon in the Faculty Appointment Contract), the justification provided for such a step needs to be clearly and explicitly stated. The standards for such applications will necessarily be higher than with applications made in accordance with the dates in the Faculty Appointment Contract and such applications will be considered separately from applications following the agreed-upon dates.

Please note the following current policy interpretation.

"When faculty are hired into positions as Assistant Professors, Towson will generally not write into a new faculty contract a date for tenure consideration prior to the sixth year of service. However, if the new faculty member has post-PhD tenure-line faculty experience at another institution, that faculty member may choose to stand for tenure before the sixth year of service at Towson. The tenure evaluation will not be considered "early" so long as the year of consideration is at least the sixth of the faculty member's combined service in a tenure-line faculty position."

Promotion to Professor — As noted in the Faculty Handbook, promotion to Professor normally requires a minimum of ten years of full-time university teaching experience, although exceptions can be made for faculty who have attained national distinction for comparable professional activity or scholarship. As noted above, when an application for early promotion is made, the justification provided for such a step needs to be clearly and explicitly stated. The standards for such applications will necessarily be higher than with applications made in accordance with the dates in the Faculty Handbook and such applications will be considered separately from applications following the agreed-upon dates.

B. Procedures.

See Section II-10.B for the composition of the Professor Rank Committee.

The P&T Committee and the rank committee will keep minutes of attendance and motions

passed. One copy of the minutes will be kept by the P&T Chair and destroyed after the period of appeals at all Promotion and Tenure levels has passed. (See Section II-8 regarding confidentiality of deliberations and Section II-1 for the University rules on keeping the ballots).

Prior to a rank committee meeting a committee member should examine the Department Promotion and Tenure files of faculty members of that rank.

Faculty wishing to be considered for promotion should submit a written request to this effect to the Department Chairperson. A copy should be given to the P&T Chair (and to his/her Resource and Evaluation Committee, if the faculty member is requesting an early promotion decision). This letter should be received by the third Friday in September, to be considered for the following academic year. This does not apply to faculty at the end of their probationary period, when review is mandated.

Decisions to recommend for promotion to the rank of Associate Professor will be made in a P&T Committee meeting; decisions to recommend for promotion to the rank of Professor will be made in a Professor Rank Committee meeting. A quorum for such meetings is two-thirds of its members of the committee. A motion to recommend for promotion is passed provided a simple majority of the committee votes affirmatively by ballot, to be returned by a deadline noted on the ballot, which must be not less than five business days following the meeting where the motion is made. Faculty members who are not recommended for promotion may discuss the reasons for the denial with the Department Chairperson and/or request a letter of explanation for the denial from the P&T Chair.

Notice of decisions concerning recommendations for promotion shall be given to the individuals concerned in accordance with the PTRM Calendar in Section II-5.

There will be no priority ranking of persons recommended for promotion.

The P&T Chair, the P&T Assistant Chair and a delegate of the Department Chairperson will prepare materials to be sent to the FCSM PTRM Committee. Decisions of the P&T Committee and the Rank Committee may be appealed to the FCSM PTRM Committee (see Section II-7).

Section II-4. Departmental Merit

A. Criteria and Standards for Merit.

Each faculty member of the department will receive either no merit, base-merit, or base-merit-plus. The determination in which of these merit categories a faculty member is placed will be determined by the Department Merit Committee.

Consistent with the FCSM guidelines, the Merit Committee will follow the following **criteria and standards for merit**:

Each faculty member will be rated in the areas of teaching, scholarship and service in alignment with their AFWE using the following terms:

UNSATISFACTORY: Does not meet minimum expectations.

ACCEPTABLE: Meets minimum/basic expectations satisfactorily.

COMMENDABLE: Performance is noteworthy and goes beyond the call of duty.

SUPERIOR: Superior performance, that which is truly outstanding.

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

Not meritorious: Any unsatisfactory rating will result automatically in a merit ranking of “not meritorious.” Likewise, if no rating exceeds acceptable in any of the three areas, the resulting merit ranking will be “not meritorious.”

Excellent (Base Merit plus one Performance Merit): Superior in at least one area and Commendable in the remaining area(s).

Satisfactory (Base Merit): All other contingencies.

B. Merit Committee Election Procedures.

Members of the Merit Committee shall be elected by the tenured and tenure-track faculty member of the Department to staggered two-year terms by confidential ballots. Terms will be staggered to ensure that each year the committee retains at least one member in both mathematics and mathematics education.

The election will be carried out in two rounds. In the first round, each tenured and tenure-track faculty member will be able to vote for at most two faculty members in mathematics education and for at most three in mathematics. The ballot for the second round will list the names of the two individuals in mathematics education (plus any ties) and the three in mathematics (plus any ties) who received the most votes in the first round. In the second round, each tenured and tenure-track faculty member will be able to vote for one faculty member in mathematics education and as many faculty members in mathematics as the number of open positions (one or two, depending on the

year). In the case of tie(s) in the second round, there will be an additional election to break the tie(s). If there are ties again, the member(s) will be selected randomly from the list of finalists. If the committee needs an alternate, the person with the next highest number of votes in the election will be sequestered.

C. Merit Deliberations.

A quorum for the Merit Committee is all members of the Merit Committee. In accordance with the FCSM PTRM Calendar, each year the Merit Committee must complete its deliberations before the second Friday in October.

The decision for no merit, base-merit or base-merit plus, will be based on the level of completion and quality of achievement of those activities as stated in the faculty member's workload document pertaining only to the previous academic year. Documents available to the Merit Committee include: the annual report (including grade distributions), a current curriculum vitae, a summary of student evaluations and syllabi, and any other supporting documents submitted with the end-of-year report.

Merit decisions are made by a majority of the vote in favor, and voting will be done in accordance with the University rules (see Preface). Each faculty member will be given a rating: unsatisfactory, acceptable, commendable, or superior in each of the areas of teaching, scholarship and service. Based on the outcome, the rating of not meritorious, satisfactory or excellent, will be given. The recommendation for each member of the committee shall be made by the majority of the other four members. In the case of a tie, the committee member will be granted the higher rating.

All of the deliberations of the Merit Committee remain strictly confidential and individual faculty members will be informed of their ratings by the chair of the Merit Committee. Actual percentages of the Department recommended for merit and for merit plus will be announced to the Department.

A faculty member will have the right to appeal his/her merit rating within fifteen business days of receipt. The appeal must be in writing to the FCSM PTRM Committee.

Section II-5. Promotion, Tenure, Reappointment and Merit Calendar

The Third Friday in September in the year prior to an evaluation

Faculty wishing to be considered for early promotion/tenure or for promotion outside of the tenure period, for the following academic year, should give a letter of intent to the Department Chairperson at this time. A copy should be sent to the P&T Chair and to his/her Resource and Evaluation Committee, if applicable. This does not apply to faculty at the end of their probationary period.

The Fourth Friday in September in the year prior to an evaluation

Department chairperson notifies department faculty, Dean, and Provost of any department faculty member's intention to be reviewed for promotion and/or tenure in the next academic year.

The First Friday in May

Department and FCSM PTRM Committees are formed (elections for membership on the FCSM PTRM Committee are already completed).

The Third Friday in June

- A. All faculty members submit an evaluation portfolio to the department chair or designee(s).
 1. Faculty Annual Report Part I and Annual Review Part II (AR Form);
 2. Current Professional Curriculum Vita;
 3. Course Syllabi for all courses taught June 1 through May 31 (Summer, Fall, Minimester and Spring);
 4. Student Course Evaluation Section Summary for each course taught; and
 5. Any additional supporting documents.
- B. All faculty members with a negative comprehensive review must have final approval by chair and Dean of the written professional development plan.

August 1 (USM mandated)

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

The Second Friday in September

University PTRM Committee shall meet and elect a chair and notify the Senate Executive Committee's Member-at-large of the Committee members and chairperson for the academic year.

The Third Friday in September

- A. FCSM PTRM Committee approval of faculty to be added to a department's PTRM Committee (if necessary).
- B. Final date for faculty to add information to update their evaluation portfolio for work that was completed before June 1.

- C. First-year faculty members must finalize the Statement of Standards and Expectations for New Tenure-Track Faculty (SENTF) with the department chairperson.
- D. Lecturers who occupy permanent positions are required to complete Part I of the Annual Review document and submit this document to the Department Chairperson.

The Last Friday in September

Resource and Evaluation Committees submit their recommendations regarding reappointment of non-first-year probationary faculty to Department Chairperson. Election of members of the Merit Committee should be completed.

The Second Friday in October

- A. Department PTRM committee's reports with recommendations and vote count on all faculty members are submitted to the department chairperson.
- B. FCSM PTRM documents are due to the University PTRM Committee if changes have been made.

The Fourth Friday in October

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

The Second Friday in November

The faculty member's evaluation portfolio, inclusive of the department PTRM committee's written recommendation with record of the vote count, and the written recommendation of the department chairperson, are forwarded by the department PTRM chairperson to the Dean's office.

November 30th

- A. All documentation to be used as part of the consideration process must be included in the evaluation portfolio.
- B. The Dean must notify the Provost in writing of reappointment/non-reappointment recommendation(s) for tenure-track faculty in their second or subsequent academic year of service. Negative recommendations shall be delivered in person by the Dean or sent by certified mail to the faculty member's home.

The First Friday in December

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

The Second Thursday in December

Departmental vote to approve the Departmental Promotion, Tenure, Reappointment and Merit Policy documents.

The Second Friday in December

First-year tenure-track faculty submit an evaluation portfolio for the Fall semester to the department chairperson.

December 15th (USM mandated date)

Tenure-track faculty in their second and subsequent academic year of service must be notified by the President in writing of non-reappointment for the next academic year.

The First Friday in January

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

The Third Friday in January

- A. The Dean's written evaluation regarding promotion and/or tenure with recommendation is added to the faculty member's evaluation portfolio.
- B. The FCSM PTRM Committee's report with vote counts and recommendations and the Dean's recommendation are conveyed in writing to the faculty member.
- C. The department PTRM committee and chairperson recommendations concerning reappointment for first-year tenure-track faculty are delivered to the faculty member and the Dean.
- D. All documentation for the third year review of tenure-track faculty is submitted by the faculty member to the department chairperson.
- E. Department chair recommendations on reappointment of first-year faculty must be added to the faculty member's evaluation portfolio.

The First Friday in February

- A. The FCSM Dean forwards the summative portfolio inclusive of the Committee's and the Dean's recommendations of each faculty member with a recommendation concerning promotion and/or tenure or five-year comprehensive review to the Provost.

- B. The Dean forwards all recommendations regarding reappointment/non-reappointment of first-year faculty to the Provost. If the Dean disagrees with the department recommendation, the Dean shall prepare his/her own recommendation and send a copy to the faculty member and add this recommendation to the summative portfolio.

The Second Friday in February

- A. The Dean will, following his/her review, forward department recommendations for faculty merit to the Provost. If the Dean disagrees with the department recommendation, the Dean shall add his/her recommendation to the faculty member's evaluation portfolio and deliver the negative decision in person or by certified mail to the faculty member's home.
- B. Department documents concerning promotion, tenure/reappointment, and merit (with an approval form signed by all current faculty members) are submitted to the University PTRM Committee.
- C. Negative reappointment recommendations for first-year faculty are forwarded from the Provost to the President.

March 1st

First-year faculty must be notified of non-reappointment by written notification from the University President.

First Friday in March

Faculty under third-year review must be provided with written and face-to-face feedback on their performance toward tenure.

Third Friday in March

Provost's letter of decision on promotion and/or tenure is conveyed to the faculty member, department and FCSM PTRM Committee chairpersons, department chairperson, and Dean of the FCSM.

Remarks

All faculty should be aware that to be considered for promotion/tenure/early tenure in the following year, their classes need to be visited by at least two faculty members during that (previous) year.

The official Towson University Promotion, Tenure/Reappointment, and Merit Calendar is in Chapter Three, Part IV of the Towson University Faculty Handbook, and is available on the web.

Section II-6. Evaluation of Faculty

1. The AR and SENTF Forms.

In mid-June of each year, all department members must complete the AR (Annual Report) form and submit this form, together with course syllabi, a resume, grade distributions and supporting documentation, to the Department Chairperson. The SENTF form (Standards and Expectations for New Tenure Track Faculty) is the form all new faculty sign at the start of their Towson University careers, unlike the AR form which is completed every year. The SENTF form is the statement of expectations for all faculty identified in the "TU Policy on Evaluation". The AFWE (Annual Faculty Workload Expectations) states the individual workload expectations upon which a faculty member is judged.

2. Student Evaluations.

Every semester, each faculty member is required to be evaluated by students. For this purpose, the Department of Mathematics will use the Student Evaluations that are done through Student Voice and use the standardized University questionnaire.

3. Promotion and Tenure File.

If the Department Chairperson decides to include a document in an individual's Promotion and Tenure file, the Chairperson shall inform the individual of this action. The individual may appeal the decision of the chairperson concerning the contents of the individual's Promotion and Tenure file to the Department Promotion and Tenure Policy Committee. Action of the Promotion and Tenure Policy Committee on such appeal shall be by majority vote.

Each department member may examine his/her Promotion and Tenure file in the presence of the chairperson or a department member designated by the chairperson.

Each department member must provide the department an official transcript showing highest degree earned. A copy of this transcript will be retained in the individual's Promotion and Tenure file.

4. Peer Evaluations and Classroom Visitations.

Classroom visits of probationary department members may be made by any member of the Tenure Committee, and will ordinarily be arranged by the faculty member's own Resource and Evaluation Committee. Classroom visits of full-time non-tenure-track faculty members may be made by any tenured or tenure-track member of the department, and will be arranged by the Department's Promotion and Tenure Policy Committee. All tenured faculty shall participate in a periodic review, on a rotating basis, to occur once every five years and to be arranged by the Department Chairperson (see Section I-1 subsection VIII).

After each classroom visit, the visitor will: prepare an evaluation on the approved

classroom visitation form (see below for a copy of the current version); secure the signature of the department member visited at a meeting between them; and give the evaluation to the Department Chairperson who will place it in the Promotion and Tenure file of the person visited. The department member visited may attach his/her comments to the written report.

**TOWSON UNIVERSITY
MATHEMATICS DEPARTMENT
Classroom Visitation**



Class visited: _____

Instructor: _____

Date of visitation: _____

Signature of visitor: _____

	Very Poor	Poor	Fair	Good	Very Good	NA
1. Organization of the lesson.						
2. Knowledge of the subject.						
3. Clarity of presentation.						
4. Motivation of the student.						
5. Student participation.						
6. Student rapport.						
7. Degree of helpfulness to the students.						

Comments:

5. Some Responsibilities of the Department Chairperson.

The Department Chairperson will seek pertinent signed statements from all members of the department about persons being evaluated, particularly probationary department members being considered for reappointment and those department members being considered for promotion.

The Department Chairperson will report to the department the number of departmental recommendations for promotion at each rank and the number, by rank, of those approved by the FCSM PTRM Committee.

Section II-7. Appeals

A. Criteria.

A department member may appeal a negative departmental recommendation regarding reappointment, tenure, promotion or departmental merit for himself/herself.

B. Procedures.

Such appeals, including relevant documentation, should be submitted in writing to the FCSM Promotion, Tenure, Reappointment and Merit Committee. Faculty members have a fifteen business day appeal period (see Section II-5 for the appeals timetable). See the “By-Laws of the University Senate” (<http://www.towson.edu/about/administration/senate/>) for a statement of the rights of faculty to appeal promotion and tenure decisions, the grounds for such appeals, and a description of the appeal procedure.

Section II-8. Confidentiality

All discussions in Promotion, Tenure, Reappointment and Merit committee meetings will be confidential. Vote counts on motions made in rank committee meetings or in tenure committee meetings will not be disclosed external to the committees (but ballots shall be forwarded to the Provost in accordance with University rules). The result of the secret ballots used in all Promotion, Tenure, Reappointment and Merit committee meetings (vote counts for each faculty member), should be made known to the members of that committee. However, these total numbers should remain confidential outside of that committee (but of course ballots will be available to the Provost).

Section II-9. Election Procedures for the Department of Mathematics

The Election committee runs the elections for: (1) the Department Chairperson, (2) the Department P&T Chair and members of the Department Merit Committee, (3) departmental representatives to the FCSM College Council, and (4) approval of the designated Assistant Chairperson.

For elections dealing directly with promotions, tenure, merit, hiring and the election of the Chairperson, the electorate shall be all full-time tenured and tenure-track faculty members. For all other voting (for example election of members for some college or university committees), the electorate shall be full-time tenured and tenure-track faculty and all other full-time members, such as lecturers and visiting faculty.

When an elected position becomes vacant for more than one semester, such as members of the Departmental Merit Committee or the departmental representative to the FCSM College Council, the procedure for filling this position is as follows.

For each vacancy, the election committee will compile a list of eligible candidates. An election will then be conducted.

If no individual receives a majority of the votes cast, then the two people with the highest number of votes participate in a run-off election to declare the winner, as determined by the simple majority of the voting members. In the event of three-way or more ties in the first round, all three or more will advance to the second round. In the second round and any necessary subsequent rounds, the person with the highest number of votes will be the winner.

When an elected position becomes vacant for one term or less, the Department Chairperson shall appoint a one term replacement.

If an eligible member perceives a problem with serving on a particular committee or in the FCSM College Council, then that faculty member may petition the Election Committee to have his or her name removed from the ballot. The Election Committee will rule on the request. If the faculty member's name was removed at his or her request, this will be stated on the ballot. This removal will be in effect for all future elections for that position, until the Election Committee determines that the problem no longer exists or the faculty member asks to be reinstated. The primary reasons that will be accepted for removal from the ballot are conflict of interest and being unavailable due to officially approved absence.

A ballot may be disqualified by the Election Committee for the following reasons:

1. A ballot which is turned in late or to the wrong place and discovered later.
2. A ballot with too many names marked will always be disqualified.

Section II-10. Promotion and Tenure Committees

A.

A. Promotion and Tenure Committee

The Departmental Promotion and Tenure Committee (P&T Committee) will serve as the full PTRM Committee that is referenced in the FCSM Promotion and Tenure documents and the TU Policy on Appointment, Rank and Tenure of Faculty (ART Policy). The Professor Rank Committee and the Merit Committee are to be regarded as subcommittees of the P&T Committee.

The P&T Committee shall consist of all tenured faculty members of the Department. In accordance with the ART Policy, the Department Chairperson shall be a non-voting member of the P&T Committee.

The P&T Committee shall have a chair who will serve as the Departmental P&T Chair for the purposes of University and FCSM communications. The P&T Chair shall be a tenured professor elected to a 3-year term by all tenured and tenure-track faculty members of the Department.

The P&T Committee shall have an assistant chair who will assist the P&T Chair. The P&T Assistant Chair shall be a tenured professor elected each year by the members of the P&T Committee.

The (full) P&T Committee shall review faculty portfolios and make recommendations on:

- Tenure;
- Promotions to the rank of Associate Professor;
- Comprehensive five-year reviews of tenured assistant and associate professors;
- Third-year reviews of tenure-track faculty;
- Reappointments of tenure-track faculty.

B. Professor Rank Committee.

The Departmental Professor Rank Committee shall consist of all tenured professors in the Department and the Department Chairperson.

The Professor Rank Committee shall review faculty portfolios and make recommendations on:

- Promotions to the rank of Professor;
- Comprehensive five-year reviews of tenured professors;
- Comprehensive five-year reviews of Department Chairpersons.

No member of the committee shall participate in his/her own evaluations.

C. Merit Committee.

The Department Merit Committee shall consist of five elected tenured faculty members: two of them in mathematics education and three in mathematics, and the Department Chairperson. The Department Chairperson shall serve as a non-voting chair of the Merit Committee. The five voting members of the committee shall be elected to staggered, two-year terms by all tenured and tenure-track members of the Department. After serving a term as a member of the Merit Committee, a faculty member will not be eligible to serve on the committee for two years.

D. Promotion and Tenure Process Coordination

The P&T Chair, with the assistance of the P&T Assistant Chair and the Department Chairperson will oversee the P&T process in the Department. This includes:

- Keeping track of important dates on the P&T calendar and alerting faculty about important deadlines;
- Ensuring that faculty under review follow the Departmental, FCSM and University rules and guidelines;
- Conducting committee meetings and administering ballots according to the Departmental, FCSM and University rules;
- Coordinating the writing of departmental recommendations;
- Routine maintenance of the Departmental P&T documents, as required by the University and FCSM PTRM rules;
- Communications with the FCSM P&T Committee, the University PTRM Committee, the FCSM Dean's Office, and the Provost Office on P&T matters.

E. Changes to the Departmental P&T Document

Future changes to Departmental P&T Policies and Procedures shall be decided by all tenured and tenure-track members of the Department in accordance with the Departmental, FCSM and University rules.

Section II-11. Resource and Evaluation Committees

RATIONALE:

There is a natural information gap which exists when a new faculty member joins the faculty. This committee can act as a resource to help orient the faculty to the University and this department and to supply or direct the faculty member to such other information as he/she requests. In addition, by having the responsibility to see that the P&T Committee's evaluation procedures, primarily classroom visitations, are done, "a feedback" system on the faculty member's performance to both himself/herself and the P&T Committee is guaranteed.

RESPONSIBILITIES:

1. That a conference be held at the end of the first month of employment (usually September) between the new faculty member and this committee to discuss the role of this committee and to offer orientation information. Particular topics discussed would include: the University/Departmental Promotion, Tenure, Reappointment and Merit Procedures and Committee structure; the departmental committee structure and the department's procedures for modifying curriculum and choosing textbooks; and the scheduling procedure. Other topics would no doubt be added.
2. That members of this committee make positive efforts to help the faculty member throughout his/her probationary period.
3. That this committee ensures that at least two different faculty members of the P&T Committee make classroom visits during each semester of the first two years and also the fifth year of employment.
4. That this committee ensures that at least one member of the P&T Committee makes a classroom visit each semester of the third and fourth years of employment.
5. That this committee will make recommendations on relevant items in the FCSM document "FCSM Promotion, Tenure/Reappointment, and Merit Committee Policies, Procedures, Criteria and Standards".

COMPOSITION:

The members and the chairs of the Resource and Evaluation committees are appointed by the chair of the Department of Mathematics from among the tenured full-time faculty in the department. The composition of the Resource and Evaluation Committees of the non-tenured members of faculty may be found in an attachment to this document. .

Section II-12. Quorum Requirements for Departmental Meetings

For a departmental meeting which has been announced to the department through all the usual channels, two thirds of all the tenure and tenure-track faculty members of the department shall constitute a quorum for the purpose of carrying on the department's business. If a quorum is present, a motion passed by a simple majority of those present shall be departmental policy. In the absence of a quorum, a motion may pass by a two thirds majority provided at least half of those who are eligible to vote are present. See Section II-9 for eligibility for voting at departmental meetings.

Faculty members on sabbatical or other leave may vote on all matters in departmental meetings as if they were performing their regular duties. If they are unable to attend, the number of the electorate (for quorum purposes) is reduced accordingly.

Section II-13. Privileges of Faculty on Leave

Faculty members who are on sabbatical or other leave may vote on promotion, tenure, merit, and/or reappointment matters under the following circumstances:

If the vote is via a paper ballot, and the faculty member returns the ballot by the appropriate deadline. E-mail ballots or faxes are not acceptable. Per Sections II-1–II-3, voting faculty on leave must have reviewed the promotion portfolios and participated in the relevant discussions.

If the person(s) on leave is absent from a meeting, the number of electorate at that meeting (for quorum purposes) is reduced accordingly.



Section II-14. Merit for Lecturers

Full-time Lecturers are required to complete Part I of the Annual Review document and to submit this document to the Department Chairperson by the third Friday of September. These Lecturers are eligible for merit.

The merit level for the Lecturers will be decided upon by the Department Merit-for-Lecturers Committee. This committee will consist of the Department Chairperson, the Assistant Chairperson(s), and one other tenured faculty member to be elected by the Lecturers. The ballot will be determined by the Department Promotion and Tenure Policy Committee in consultation with the Lecturers.