



**Department of Instructional Leadership and Professional
Development**

**PROMOTION, TENURE, AND REAPPOINTMENT
POLICY AND PROCEDURES**

October 9, 2023

Table of Contents

Standards.....	3
Promotion, Tenure and Reappointment.....	3
Annual Review and Reappointment.....	6
Promotion to Associate Professor and Advance to Tenure.....	6
Promotion to Professor.....	7
Clinical faculty.....	7
Lecturers.....	
Procedures.....	11
Annual Review.....	13
PTR Committee.....	13
Materials for Faculty Evaluation (PTR).....	15
First year review.....	17
Third Year.....	17
Five Year.....	18
TU PTR Calendar.....	20
Appendices.....	24
Appendix A – Peer Evaluation Form	
Appendix B – Sample Scholarly Products and Activities	
Appendix C – ILPD PTR Committee Ballot	
Appendix D – PTR Committee Agreement	
Appendix E – Department Summary Recommendation	
Appendix F – Merit Review Timeline	
Appendix G – First year review Timeline	

Department of ILPD

PROMOTION, TENURE, AND REAPPOINTMENT POLICY AND PROCEDURE

Standards

I. Standards for all faculty in the Department of Instructional Leadership and Professional Development:

- A faculty member is committed to collegiality and academic citizenship, demonstrating high standards of humane, ethical and professional behavior.
- A faculty member is an effective teacher.
- A faculty member meets classes as scheduled and is available for advising and consultation through office hours.
- A faculty member supports the mission, strategic plan, and programs of the department, college and University.
- A faculty member is committed to a discipline or interdisciplinary specialty and is committed to continuing professional development and scholarly growth.
- A faculty member shares the responsibility of Towson University governance and participates each year in the faculty evaluation process.

II. Standards for Promotion, Tenure, and Reappointment (PTR). (See TU ART Document)

A. Areas of Review

1. Teaching

Teaching is the primary mission of Towson University and the primary responsibility of each faculty member. Faculty members are expected to model exemplary teaching practices. Teaching performance will be evaluated from the following evidence submitted by the candidate:

- Peer evaluations of all faculty, with a minimum of two observations/evaluations per review period. The department PTR committee will approve the peers selected for the review. For tenure track faculty, a “review period” is defined as one calendar year. For tenured faculty, a “review period” is defined as five calendar years.
- Classroom/ clinical visits are encouraged for purposes of professional growth and are required when the person is being considered for reappointment, third-year review, promotion, or tenure. Peer reviews of teaching are also required for the comprehensive five-year review. Peer evaluations shall use the suggested department criteria found in Appendix A to report the findings.
- Student evaluations of teaching (quantitative and qualitative responses from the Towson University evaluation system) for all courses taught. These evaluations shall be administered by the Towson University Assessment Office and shall ensure students’ confidentiality.
- Review of syllabi and other instructional materials
- Self-evaluation of teaching/advising effectiveness in a narrative statement that discusses the faculty member’s teaching/advising philosophy and an interpretation of student/peer/chairperson’s evaluations.

Academic advising is another component of excellence in the overall category of

teaching. While the process of advising differs between undergraduate and graduate programs, all advisors are expected to:

- Be accessible to assist students with academic questions
- Be knowledgeable about policies and procedures of programs they advise for
- Provide accurate and timely information to students
- Be professional in relating to students
- Assist students in the development of meaningful educational plans that are compatible with their professional goals
- Provide assistance in refining goals and objectives, understanding available choices, and assessing the consequences of alternative courses of action.

Formal Advising is provided by the Graduate Program Directors and focuses on program requirements and program changes for students entering and ongoing in the department, as well as certifying program completion for students who have completed the Administrator I certification program, the Master's Degree in Transformational Educational Leadership, or the Certificate of Advanced Study in Organizational Change. This aspect of formal advising is evaluated by the Chair.

Formal advising is also provided to all students in the Administrator I programs as part of the embedded internship throughout a student's program. This advising is provided by individual faculty teaching the course, each of whom is typically assigned 7-10 interns, and the advising is provided primarily on an individual, one-to-one basis on a frequent basis over the course of the semester, although each intern cohort also meets monthly for a total of four group sessions over the course of the semester. This advising consists of working with the intern at his/her work site in developing and guiding the acquisition of leadership experiences in the National Educational Leadership Preparation (NELP) standards.

Informal Advising is probably the most frequently used advisory function and is conducted by each faculty member as part of the teaching process as he or she interacts with students around individual and sometimes collective problems, questions, and issues, sometimes course-related, but often related to aspects of career choice or professional situations in which the student seeks guidance. In addition to direct class time, each faculty member posts weekly office hours, and all encourage students to contact them by phone or email in between class meetings.

2. Scholarship

In accordance with the College of Education PTR document, the ILPD Department has also adopted the UNISCOPE (2000) model as a guiding framework. This model defines scholarship as:

“...the thoughtful discovery, transmission, and application of knowledge ... informed by current knowledge in the field and [is] characterized by creativity and openness to new information, debate, and criticism. For scholarly activity to be recognized, utilized, and rewarded, it must be shared with others in appropriate ways.” (p. 2)

The forms of scholarship that guide our work are:

Forms of Scholarship	Definition
Scholarship of Application	applying knowledge to consequential problems be they internal or external to the university, including aspects of creative work in the visual and performing arts
Scholarship of Discovery	traditional research, knowledge for its own sake, including aspects of creative work in the visual and performing arts
Scholarship of Integration	applying knowledge in ways that overcome the isolation and fragmentation of the traditional disciplines;
Scholarship of Teaching	exploring the dynamic endeavor involving all the analogies, metaphors and images that build bridges between the teacher's understanding and the student's learning

Appendix B provides examples of evidence for each form of scholarship, but the list is not inclusive of all products that faculty may use for the evaluation of scholarship.

3. Service

Faculty members are responsible for service to the Department, College, and University, their discipline, and the broader community including collaborations and partnerships with practitioners in the field. Service performance will be evaluated from evidence such as the following submitted by the candidate:

- Membership on department, college, and university committees and/or task forces;
- Leadership positions in the department, college, and university governance structure;
- Involvement in the work of practitioners in one's field;
- Involvement in professional organizations and associations in one's field at the state, regional, national, or international level; and
- Service to community associations.

a. University Service

The "American Association of University Professors Statement on Shared Governance" (<http://www.aaup.org/report/statement-government-colleges-and-universities>) as it exists on the date that the Towson University ART Policy is adopted is incorporated herein as the guiding principles of shared governance at Towson University.

University service shall include substantive participation in the shared governance activities of the department, college and university.

b. Civic Service

Civic service includes participation in the larger community (local, regional, national or global) outside the University in ways that may or may not be directly related to one's academic expertise, but in ways which advance the University's mission.

c. **Professional Service**

Professional service shall include activities in professional organizations or participating in other venues external to the University (local, regional, national or global) in which one's expertise is applied and which advances the University's mission.

In a case in which the candidate switched his or her department, the following two elements shall be considered:

1. If the candidate's years of service in the current department is less than, or equal to, one year, the candidate's application shall be reviewed by the applicant's prior department.
2. Otherwise, the candidate's application will be reviewed by the current department Promotion and Tenure Committee.

III. Standards for Annual Review and Reappointment.

The standards for PTR will be used, including strong evidence of potential for meeting standards, at time of the tenure decision. Faculty must submit their annual electronic portfolio, annual report, and annual workload plan.

IV. Standards for promotion to Associate Professor and advancement to Tenure

Each faculty member is responsible for showcasing his/her best work in each area of review: teaching, scholarship, and service. While excellence in teaching is paramount for successful promotion and tenure review at Towson University, without evidence of scholarship and the establishment of a scholarly agenda as well as evidence of service, ILPD Department support for tenure and promotion may not be granted.

A. Teaching

ILPD faculty pursuing promotion to the rank of Associate Professor and advancement to tenure will demonstrate excellence in teaching as documented by:

- Peer evaluations (twice during the review period)
- Student evaluations of teaching (quantitative and qualitative responses)
- Review of syllabi and other instructional materials

B. Scholarship

ILPD faculty pursuing promotion to the rank of Associate Professor and advancement to tenure will demonstrate evidence in scholarship as documented by:

- Evidence of a focused scholarly agenda

- A sustained record of quality scholarship, including but not limited to, peer-reviewed conference presentations and peer-reviewed publications/successful grants
- Other evidence as documented on the chart in Appendix B

C. Service

ILPD faculty pursuing promotion to the rank of Associate Professor and advancement to tenure will demonstrate evidence in service as documented by a sustained record of quality service to the university, college, department, community, and/or profession.

V. Standards for promotion to Professor

In moving to full professorship, one should be able to demonstrate sustained and substantive excellence in the areas of teaching, scholarship, and service since the last promotion.

A. Teaching

In addition to expectations listed for promotion to Associate Professor, ILPD faculty pursuing promotion to the rank of Professor will demonstrate excellence in teaching as documented by activities such as:

- Mentoring colleagues, particularly junior faculty, in teaching and advising
- Taking a leadership role in updating, and/or developing courses and curriculum

B. Scholarship

In addition to expectations listed for promotion to Associate Professor, ILPD faculty pursuing promotion to the rank of Professor will demonstrate excellence in scholarship as documented by activities such as:

- Evidence of local, regional, national, and/or international expertise/reputation
- Demonstrated leadership in mentoring colleagues in their scholarly activity

C. Service

In addition to expectations listed for promotion to Associate Professor, ILPD faculty pursuing promotion to the rank of Professor will demonstrate excellence in service as documented by activities such as:

- Leadership in service to the department, college, and/or university
- Leadership to the profession

VI. Evaluation of Clinical Faculty

1. Clinical Faculty will have annual workload agreements (using the Annual Review form), which are approved by the department Chairperson and Dean.

2. Each college with Clinical Faculty will establish general college-level criteria for Clinical Faculty.
3. Each department with Clinical Faculty will have department-based criteria which are based upon more general college-level criteria for Clinical Faculty. The criteria must be approved by the college PTR Committee and the UPTR.
4. Clinical Faculty will be evaluated annually for reappointment and merit using approved department criteria for Clinical Faculty. In addition, Clinical Faculty must include evidence of Clinical/Professional Excellence in the area(s) in which they are engaging in clinical/professional teaching and/or supervision.
5. The process and procedures for annual review, merit, and reappointment shall be the same as those set forth in TU ART section III.A.1-5 and 8-9, section III.B.1-5, and section III.C.1-2 of Appendix 3, with the following exceptions:
 - References in section III.A.5. to tenure and/or comprehensive review shall not apply.
 - The Clinical Evaluation Committee is substituted for the department PTR committee with respect to decisions on annual review, reappointment, and promotion.
 - References in section III.A.9 to third-year review, and to section III.D.3, shall not apply.
 - References in section III.B.1 to third-year review, tenure and comprehensive review shall not apply.
 - Clinical Faculty faculty on one-year contracts are required to have two peer reviews (observation and feedback) of their teaching each year.
 - The official file concerning recommendations for reappointment, merit, and promotion shall be maintained by the Provost's office.
6. Evaluation procedures for merit shall be the same as the evaluation procedures for merit set forth in section III.D.1.b-k and m-n of Appendix 3.
7. Evaluation procedures for reappointment for Clinical Faculty in their first-year of appointment shall be the same as the evaluation procedures for reappointment for first-year tenure-track faculty set forth in section III.D.2.a-h of Appendix 3, except that the Clinical Evaluation Committee shall be substituted for the department PTR committee, to be made up of the same as existing department committees responsible for evaluating tenured and/or tenure-track faculty with the addition of at least one faculty member at the rank of Clinical Assistant Professor or higher who has been in a Clinical Faculty position for three or more consecutive years..
8. Evaluation procedures for reappointment for Clinical Faculty after their first-year of appointment shall be the same as the evaluation procedures for reappointment of second-year faculty set forth in section III.D.3.a-e of Appendix 3, except that the Clinical Evaluation Committee shall be substituted for the department PTR committee.

9. Reappointment for Clinical Faculty is contingent upon:
- Departmental need, which may be influenced by the number of students in the program and area of specialty, and by the strategic direction of the department.
 - Satisfactory performance in teaching (including advising), service, and scholarship. Teaching, scholarship, and service expectations for Clinical Faculty should incorporate activities that use and build on their Clinical/Professional Excellence. Scholarship should be closely related to the clinical areas of expertise and responsibilities.
 - Evidence of on-going Clinical/Professional Excellence as reflected in the faculty member's teaching, scholarship, and/or service.
10. Notice of non-renewal of appointment shall be as specified in section VI.A.3.1 of the ART Policy.
11. Except as provided in section 12 below, Clinical Faculty may be appointed for one-year contracts only.
12. Upon request by the Clinical Faculty member, Clinical Faculty at the rank of Clinical Assistant Professor and higher may be considered for a three-year contract as follows:
- After three consecutive positive annual reviews by both the appropriate department committee and department chairperson, the Clinical Faculty member may be considered for a three-year contract.
 - The Clinical Faculty member must request review for consideration of a three-year contract at least by the fourth Friday in September in the year prior to beginning of the three-year contract.
 - The Clinical Faculty member submits a summative portfolio reflecting accomplishments in teaching, advising, scholarship, service, and evidence of ongoing Clinical/Professional Excellence. The portfolio is organized as set forth in Appendix 3 section I.B.3.e of TU ART policy.
 - The Clinical Evaluation Committee and the department chairperson may recommend reappointment with a three-year contract. A three-year contract requires a positive recommendation of both the Clinical Evaluation Committee and the Department Chairperson.
 - The Dean of the College also must support a recommendation of a three-year contract prior to the request being forwarded to the Provost.
 - Three-year contracts are granted upon approval of the Provost.
 - To request review for subsequent three-year contracts (after the initial three-year contract), the Clinical Faculty member must submit a summative dossier by the second Friday of January of the second-year, following the format of materials to

submit for a comprehensive five-year review for tenured faculty as set forth in Appendix 3 section I.B.3.e of TU ART policy. A subsequent three-year contract requires a positive recommendation of the Department Clinical Evaluation Committee and the Department Chairperson, and the Dean.

- All reappointments of Clinical Faculty, including three-year contracts, are made by the Provost.

13. A Clinical Faculty member's employment may be terminated (as distinguished from non-renewal of the appointment), as provided in his/her contract or appointment letter.

Promotion

1. Clinical Faculty at all ranks (except Clinical Professor) are eligible for review for promotion.
2. The minimum number of years in rank is six years full-time University teaching for Associate Clinical Professors and a minimum of ten years for Clinical Professor. Review will normally occur no earlier than the sixth-year in a Clinical Faculty position.
3. Evaluation procedures for promotion are the same as those set forth in section III.D.6.a-c, g-o, and q-r of Appendix 3 to the ART Policy, with the following exceptions:
 - References to tenure shall not apply.
 - The Clinical Evaluation Committee shall be substituted for the department PTRM committee.
 - Departmental standards for Clinical Faculty (as described in Section D.3. above) shall be substituted for department PTRM documents.
4. As provided in the evaluation procedures referenced in E. 3. above, the Clinical Evaluation Committee and the Department Chairperson both make recommendations regarding the promotion. If the department level recommendation is favorable, the College PTRM Committee and the Dean make recommendations regarding the promotion. If the Dean's Recommendation is favorable, the President makes the decision regarding the promotion upon the recommendation of the Provost. If either or both the College PTRM Committee and the Dean's recommendation are favorable, the portfolio is forwarded to the Provost.

Appeals

1. Clinical Faculty with a three-year contract have the right to appeal department and/or college recommendations regarding promotion, or merit.
2. Clinical Faculty on a one-year contract have the right to appeal a merit recommendation when this is accompanied by a recommendation for reappointment.
3. Clinical Faculty will follow the same procedures for appeal as set forth in section V.B of Appendix 3 of the TU ART Policy, with the following exception: The Clinical Evaluation

Committee shall be substituted for the department PTR committee with respect to decisions on promotion.

VII. Lecturers

Lecturers should be held to similar expectations as clinical and tenure track faculty, with an emphasis on their teaching. Departments shall evaluate the teaching by Lecturers in a manner consistent with procedures used to evaluate T/TT faculty teaching performance.

Evaluations, annual peer evaluations, and Annual Workload Plan, and Annual Review shall be kept on record in a personnel file in the home department and shall be consulted when decisions about subsequent appointments, promotions, and/or merit are made. Departments shall evaluate the service and scholarship by Lecturers in a manner consistent with procedures used to evaluate T/TT faculty.

Promotion to Lecturer II

Towson University shall consider granting Lecturer II status to lecturers who meet the following criteria:

- record of at least six years teaching full-time at an accredited university.
- documentation of teaching excellence across the evaluation period (e.g., peer evaluations, student feedback, and reflections on teaching)
- sustained record of scholarship activities (e.g., presenting, attending conferences and other professional development) with workload identified in Annual Plans (5-15%)
- sustained record of service activities commensurate with workload identified in Annual Plans (5-15%)

In order to be considered, the following materials shall be submitted to the chairperson by the 3rd Friday in June: curriculum vita, annual plans, annual reviews, documentation of teaching excellence across the evaluation period. Department chairperson and PTR Committee makes their recommendations to the Dean by the second Friday in November. Dean's negative decision can be appealed to the Provost. Rebuttal materials may be added to the portfolio within 10 business days of receipt of negative recommendation. Decision of the Provost is final.

Promotion to Lecturer III

Towson University shall consider granting Lecturer III status to lecturers who meet the following criteria:

- record of at least ten years teaching full-time at an accredited university
- documentation of teaching excellence across the evaluation period (e.g., peer evaluations, student feedback, and reflections on teaching)
- sustained record of scholarship activities (e.g., presenting, attending conferences and other professional development) with workload identified in Annual Plans (5-15%)

- sustained record of service activities commensurate with workload identified in Annual Plans (5-15%)

In order to be considered, the following materials shall be submitted to the chairperson by the 3rd Friday in June: curriculum vita, annual plans, annual reviews, documentation of teaching excellence across the evaluation period. Department chairperson and PTR Committee makes their recommendations to the Dean by the second Friday in November. Dean's negative decision can be appealed to the Provost. Rebuttal materials may be added to the portfolio within 10 business days of receipt of negative recommendation.

Policies and Procedures

I. Annual Review

Evaluation portfolios for all ILPD faculty (tenure-track, tenured, clinical, and lecturers) shall be submitted as an electronic portfolio and include the following documents:

- completed and signed AR and AWP or CAR (Chairperson's Annual Report) Forms
- current *Curriculum vitae*
- syllabi of courses taught during the year under review
- evaluation of teaching including
 - student evaluations of teaching and advising tabulated by the Towson University Assessment Office or an administrative entity other than the faculty member
 - grade distributions for courses beginning with the year this document takes effect
 - two peer observation evaluation report (for pre-tenure faculty and others as appropriate)
- documentation of scholarship and service

Promotion, Tenure, Reappointment

As allowed by the TU ART document the ILPD department uses the same committee for Promotion, tenure, and reappointment

II. ILPD Promotion and Tenure/Reappointment (PTR)

A. Membership of the ILPD Promotion and Tenure/Reappointment Committee (PTR)

- The **Promotion, Tenure, and Reappointment Committee** for the Department of Instructional Leadership consists of all tenured members of the Department, regardless of rank, and those specified in the Towson University Faculty Handbook. The Department Chairperson serves as a non-voting member of the Tenure/Reappointment Committee. Membership of the committee will vary in the following situations:
 - Promotion Committee for review of promotion to Full Professor - all Full Professors in addition to the Department Chairperson. A minimum of three Professors is required for this vote.
 - Promotion Committee for review of promotion to Associate Professor - all

Full and Associate Professors in the addition to the Department Chairperson.
iii. If fewer than three ILPD faculty members sit on the appropriate committee, the faculty member under review will recommend three faculty members from the College by the third Friday in June and the Department Chairperson and Dean will review the list and make recommendations by the first Friday in September.

B. Chair of the Tenure and Promotion/Reappointment (PTR) Committee:

- a. The chair of the ILPD PTR committee is a tenured member of the department and does not serve concurrently on the College PTR Committee.
- b. The chair of the ILPD PTR Committee is the only elected member of the committee. The chair is elected for a three-year term at the first meeting of the committee. Any committee member may be selected by a majority vote of the committee. (A majority vote means more than half of the total.) Vacancy for the Chair of the Promotion and Tenure/Reappointment Committee is filled by a majority vote of the committee.
- c. The chair coordinates departmental PTR procedures and activities. The chair prepares the meeting agendas, presides over all meetings, and oversees communication between the committee and the faculty/administration and candidate, and serves as liaison for all communication between the department, the University, and the College of Education PTR committees.
- d. The PTR chairperson shall prepare a written report of the faculty member's evaluation that references his/her teaching/advising, scholarship, and service, in relation to the department's standards and expectations and submit the report to the department chairperson by the second Friday of October.
- e. The PTR chairperson shall forward the faculty member under review's evaluation portfolio, inclusive of committee's and department chairperson's evaluations, to the Dean's office by the second Friday of November.

C. The department chairperson shall prepare an independent evaluation of the faculty member considered for promotion and/or tenure and include it in the faculty member's evaluation portfolio by the fourth Friday in October.

D. A faculty member under consideration for promotion is ineligible to participate in the committee's deliberations in regard to his/her own dossier.

E. Committee Policies, Duties, and Procedures

- a. The ILPD Department chair shall follow the Towson University calendar to review and notify first year faculty members about reappointment by the third Friday of January, following the procedure outlined in Section III.D.2 (Reappointment: First Year Faculty) in ART.
- b. Recommendations for tenure track faculty after the first year shall be notified in writing, following the procedures outlined in Section III.D.3-4 in ART. When the ILPD tenure committee has concerns about a first year or tenure-track faculty member continuing in the department, the Department Chair will discuss these concerns with him/her.

- c. Faculty members shall notify the chair of the department of their intention to submit promotion and/or tenure materials by the third Friday in (month) of the academic year preceding the academic year the materials will be submitted.
- d. Dossiers for promotion are due by the third Friday in September.
- e. A quorum consists of 50% plus one of the Committee members.
- f. The Committee meets as many times as necessary to complete the business of the Committee.
- g. The Committee uses the PTR approved criteria set forth by the department.
- h. A majority vote is required to forward a candidate's materials for promotion and/or tenure.
- i. All voting is by confidential ballot, signed with the Towson University ID, and dated by the voting member, and tallied by the PTR committee chair. No committee member shall abstain from a vote for tenure or promotion unless authorized by the Provost. In the case of a tie vote, the committee will continue deliberations and vote again until a majority decision is reached. The committee chair shall forward a signed, dated report of the voting results and the committee's recommendation to the next level of review and forward the confidential ballots to the Provost (see Appendix D).
- j. Minutes of all meetings and votes will be kept by the chair of the committee and filed in the ILPD office.
- k. All deliberations are confidential. (see Appendix E)
- l. All decisions and explanatory statements will be shared with the faculty candidate in a conference with the ILPD Department Chair and Chair of the PTR Committee or another member of the committee as designated within 24 hours of the decision. Arrangements for the notification conference will be made prior to the Committee deliberations.
- m. An appeal of a negative recommendation shall be made in writing within 21 calendar days from the date the negative judgment is delivered in person. The faculty member shall follow the procedures for appeals outlined in the Appeals and Negative Recommendations section of ART.

F. Voting Procedures for Remote PTR Deliberations

Per the recommendations of the Office of the Provost the ILPD department will use TU's *Involved @ TU* web-based program for remote PTR voting. In the case that this remote technology is no longer available, another web-based program may be used. Any remote voting technology must include the following: 1) All ballots must collect the Faculty ID number. 2) Any voting mechanism must be secure and allow for records retention in accordance with USM records retention policies. 3) While it is NOT necessary to use the TU Ballot Summary, a paper copy of the electronic voting record, which includes a record of faculty ID numbers associated with each ballot, must be printed and kept on file per the ART policy. The ILPD department will forego the use of the Department Summary Recommendation (DSR) and use an email acknowledgment system, if the email acknowledgment is printed and retained.

Note: The language listed above is taken from the UPTR website 4/13/2023.

G. Materials for Faculty Evaluation

1. **Annual Report and Annual workload plan** Documents for Annual Review and Merit review shall follow those guidelines outlined in the TU ART document (p. 3-3).
2. **Promotion and Tenure (PTR)**
 - a. “In addition to the evaluation portfolio, faculty being reviewed for promotion, tenure, and comprehensive review shall also prepare a summative portfolio for the Provost” (TU ART, Appendix 3, Section I.B.9, p. 3-5).
 - b. Materials for faculty evaluation (PTR) are the responsibility of the candidate and shall follow the guidelines set forth in Appendix 3 of the TU ART document:
 - i. A summative dossier (as defined in the TU ART document) which meets the requirements set for eventual submission to the Provost. This section includes:
 - Section I
 - Curriculum vita
 - A copy of one recent peer-reviewed publication or description of a comparable creative activity.
 - Section II
 - University Forms: Completed and signed Annual Report and Annual Workload Plans arranged from most recent to the time of the last promotion or year of hire
 - Section III
 - Summary of student evaluations across the evaluation period. Faculty should submit the summary of results from each course received from the assessment office.
 - Include a narrative statement about individual teaching and/or advising philosophy and an interpretation of student and/or peer/chairperson evaluations
 - For tenure, promotion, and comprehensive review, peer teaching evaluations shall be included.
 - Section IV
 - Supporting Statement: Summary statement describing correlation between expectations and accomplishments and integrating accomplishments in the areas of scholarship, teaching, and service.
 - Section V
 - Recommendation letters from the department PTR committee, department chair, college committee, and dean

- ii. A lengthier, supportive dossier(s) that provides specific evidence (i.e., syllabi, scholarly products, documentation of service, etc.) of the candidate's credentials.

G. Committee Operating Standards

- a. The Committee will follow the specific standards and criteria for evaluation set forth by the ILPD department, the College of Education, and Towson University.
- b. The Department calendar will comply with the University Promotion and Tenure calendar and as outlined in of the College of Education Document.

III. Other ILPD Department Policies and Procedures

A. First Year Review of Tenure-Track Faculty

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

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

The department chair will review all relevant documentation for first-year faculty, including SENTF, CV, course syllabi, and student and peer evaluations; meet with the candidate to discuss the review; and make a recommendation for reappointment or non-reappointment. Should the Chair's recommendation be for non-reappointment, the Department PTR committee will convene to review the relevant documentation and vote in accordance with standard PTR procedure. While this new policy is not included in the current ART document, this revised review process is a permanent change and will be the standard procedure moving forward, recorded in the ART document that is currently being revised.

Appendix G includes a First-year review Timeline and SENTF form.

B. Third Year Review of Tenure-Track Faculty

The ILPD Department will conduct reviews of faculty at the conclusion of the fall semester of their third year to assess their progress toward tenure and to advise and mentor the faculty member. Department PTR committee evaluations will become part of the faculty member's file at the department level and shared with the dean but will not be forwarded to either the college PTR committee or the Provost.

The faculty member under review shall prepare an interim electronic evaluation portfolio and submit it to the department chair by the third Friday of January. The portfolio shall include:

- **Completed and signed AR and AWP**
- **Current Curriculum Vita**
- **Syllabi of courses taught during the previous two years and fall semester of current year**
- **Evaluation of teaching and advising for the previous two years and fall semester of the current year, including**
 - Student evaluations of teaching and advising
 - Grade distributions for courses taught
 - Peer Observation Letters
- **Documentation of scholarship and service**
- **A narrative statement** in which the faculty member describes how he/she has met and integrated teaching, research, and service expectations based on his/her workload agreements for the period under review.

The department PTR committee will evaluate the materials and provide a written statement of the faculty member's progress toward tenure in relation to teaching/advising, scholarship, service, and any other relevant criteria. Progress will be evaluated as superior, satisfactory, or not satisfactory. The written evaluation will be shared with the faculty member in a face-to-face or virtual meeting with the department chair and the chair of the PTR committee no later than the first Friday in March.

C. Vote on Approval of Document

This PTR document may be amended at any time, but will be reviewed and revised as necessary, every three years. A simple majority of the votes cast by confidential ballot will constitute agreement. This vote will occur through a confidential, secure electronic vote system. Faculty members will provide their Towson IDs for this vote. In the case of a tie vote, the committee will continue deliberations and vote again until a majority decision is reached. Changes will be submitted to the College of Education PTR Committee and the Dean for approval before going to the University Promotion, Tenure, Reappointment, Committee for approval.

D. Voting Privileges of Faculty on Sabbatical/Leave

In accordance with ART document policy, faculty members who are on Sabbatical/Leave may not vote by proxy.

E. Comprehensive Five-Year Review

All ILPD tenured faculty members shall participate in a comprehensive review at least once every five years. The review is summative for a period of the preceding five academic years. The committee should consist of the faculty member's Rank Committee, whose terms, as indicated above, are three years. An evaluation, based on the faculty member's dossier is written by the Rank Committee and presented to the faculty member, the Dean of the College of Education, and is considered in decisions of promotion.

Evaluation portfolio materials shall be organized in an electronic portfolio in the

following manner:

Section I

- Current curriculum vita
- A copy of one recent peer-reviewed publication or description of a comparable creative activity.

Section II

- University Forms: Completed and signed Annual Report and Annual Workload Plan Forms arranged from most recent to the last time of review

Section III

- Summary of student evaluations across the evaluation period. Faculty should submit the summary of results from each course received from the assessment office.
- A narrative statement about individual teaching and/or advising philosophy and an interpretation of student and/or peer/chairperson evaluations
- A minimum of two peer teaching evaluations

Section IV

- Supporting Statement: Summary statement describing correlation between expectations and accomplishments and integrating accomplishments in the areas of scholarship, teaching, and service

Section V

- Recommendations from the ILPD Comprehensive Review Committee, Department Chairperson, and COE Dean

The department PTR committee shall review the evaluation portfolio and vote. All voting is by confidential ballot, signed with the Towson University ID number, dated by the voting member, and tallied by the PTR committee chair. The committee chair shall prepare a written report, including the vote count and the committee's recommendation, and forward it to the next level of review. The confidential ballots shall be forwarded to the Provost.

An appeal of a negative recommendation shall be made in writing within 21 calendar days from the date the negative judgment is delivered in person. The faculty member shall follow the procedures for appeals outlined in the Appeals and Negative Recommendations section of ART. Digital communications on PTR decisions will be used. The file delivery system (FDS) will be used rather than certified letter.

IV. Calendar

TOWSON UNIVERSITY ANNUAL REVIEW, REAPPOINTMENT, THIRD-YEAR REVIEW, PROMOTION, TENURE, AND COMPREHENSIVE REVIEW CALENDAR (ALL DEADLINES ARE FINAL DEADLINES)

The first Friday in May

Department and college PTRM committees are formed (elections for membership on the college committee are already completed)

By May 31st

All faculty members submit an evaluation portfolio to the department chair.

A. Faculty submit a list of at least three (3) names of any additional faculty to be included on department tenure and/or promotion committee (if necessary) to the department chairperson and dean.

B. All faculty members with a negative comprehensive review from the previous year 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. To meet this deadline, a modified schedule may be required as provided in Section III.D.4.a.

The First Friday in September

Department chair approval of the list of additional faculty to be considered for inclusion in the department tenure and/or promotion committee.

The Second Friday in September

University PTR 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. Faculty notify department chair of intention to submit materials for promotion and/or tenure in the next academic year.

B. College PTR Committee approval of faculty to be added to a department's PTR committee (if necessary).

C. Final date for faculty to add information to update their evaluation portfolio for work that was completed before June 1 unless the schedule for review is modified pursuant to Section III.D.4.a. 3-35

D. First year faculty members must finalize the Statement of Standards and Expectations for New Tenure-Track Faculty (SENTF) with the department chairperson.

The Fourth Friday in September

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 Second Friday in October

A. Department PTR committee's reports with recommendations and vote count on all faculty

members are submitted to the department chairperson.

B. College PTR documents are due to the university PTR 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 PTR 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 PTR committee's written recommendation with record of the vote count, and the written recommendation of the department chairperson, are forwarded by the department PTR 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 PTR documents are delivered to the college PTR committee if any changes have been made.

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 the second 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 PTR committee reports with recommendations and vote count on all first-year tenure-track faculty are submitted to the department chairperson.

B. The college PTR 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 college PTR committee's report with vote counts and recommendations and the dean's recommendation are conveyed in writing to the faculty member.

- C. The department PTR 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 college 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 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 PTR committee.
- C. Negative reappointment recommendations for first-year faculty are forwarded from the Provost to the President. 3-37

March 1

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 is conveyed to the faculty member, department and college PTR committee chairpersons, department chairperson, and dean of the college.

Notes:

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

Appendix A

Peer Evaluation Criteria

ILPD Department Peer Observation/Evaluation of Teaching**

The completed observation report includes:

1. Brief description of class observed

- a. Students (level, number, gender, etc.)_
- b. Overview of subject, topic, focus of class session

2. Categories of observation, evaluation (see below)

Course/Class Content and Processes

Content, processes appropriate for course, class objectives
Instructor depth, accuracy of knowledge

Instruction

Clearly stated purpose, objectives of lesson
Multiple, appropriate methods of instruction
Clear, organized instruction
Student-centered instruction

Classroom Atmosphere, Dynamics

Instructor enthusiasm
Rapport with students
Professional behavior, communication

Connection to department belief statement

Explicit linkages being made to ILPD belief statement

3. Summary and conclusions, next steps

** Pre-tenure faculty should have two peer observations during the review period, and post-tenure faculty should have one peer observation during the review period.

NOTE: Submit a completed and signed report to both the faculty member observed and the department chair. Completed report must be submitted within three weeks of the observation.

Appendix B:
Sample Scholarly Products and Activities

Form of Scholarship	Sample Activities	Sample Products
<u>Scholarship of Application</u> : applying knowledge to consequential problems be they internal or external to the university	<ul style="list-style-type: none"> • School consulting • State/LEA consulting • Applied research in university settings • Applied research in school settings. 	<ul style="list-style-type: none"> • Presentations to committees or groups • Workshops for schools and community groups • Accreditation report • Syllabus for a new course • Syllabi for a new program • Grants, grant reports, and executive summaries. • Materials developed in support of MSDE committee work (new courses, standards, etc.) • Publication of book, a chapter in a book, article in refereed journals (print or on-line), and/or material in non-refereed journals (print or on-line)
<u>Scholarship of Discovery</u> : traditional research, including knowledge for its own sake	<ul style="list-style-type: none"> • Basic research • Evaluation research 	<ul style="list-style-type: none"> • Publication of book, a chapter in a book, article in refereed journals (print or on-line), and/or material in non-refereed journals (print or on-line) • Grants and contracts awarded • Grants, grant reports, and executive summaries. • Presentations at conferences
<u>Scholarship of Integration</u> : applying knowledge in ways that overcome the isolation and fragmentation of the traditional disciplines	<ul style="list-style-type: none"> • Multi-disciplinary/cross-department research/study 	<ul style="list-style-type: none"> • Publication of book • Publication of a chapter in a book • Publication of articles in refereed journals (print or on-line) • Publication in non-refereed journals (print or on-line) • Grants, grant reports, and executive summaries
<u>Scholarship of Teaching</u> : exploring the dynamic endeavor involving all the analogies, metaphors and images that build bridges between the teacher's understanding and the student's learning	<ul style="list-style-type: none"> • Teacher research of one's own teaching and student learning • Writing an accreditation report • New course/program development 	<ul style="list-style-type: none"> • Materials/Publications designed to reach an audience of practitioners, parents, students, or other members of the community • Syllabus for a new course • Syllabi for a new program • Publication of book, a chapter in a book, article in refereed journals (print or on-line), and/or material in non-refereed journals (print or on-line) • Overseeing the development of new cohort groups • Designing and/or providing materials for adjunct faculty on and off campus • Grants, grant reports, and executive summaries.

Appendix C

ILPD PTR Committee Ballot

College of Education

Promotion/Tenure and Reappointment Committee

_____ is requesting

☐

Promotion

☐

Tenure

☐

Comprehensive Five-Year Review

From Rank: _____ **to** Rank: _____

☐

I Support the Request for

☐

Promotion

☐

Comprehensive Five-Year Review

and/or

☐

Promotion with Tenure

☐

I Do Not Support the Request

☐

I Abstain (Requires documentation of Provost approval for abstention)

Towson University ID # _____

Date: _____

Appendix D

PTR Committee Agreement

ILPD Department
Promotion/Tenure, Reappointment, Committee

I _____, by
signing this document acknowledged that I have reviewed the pertinent files relevant to each
candidate requesting Promotion/Tenure/ during the _____ academic year and I
agree to keep all conversations confidential.

Faculty Signature

Date

Appendix E - TOWSON UNIVERSITY
DEPARTMENT SUMMARY RECOMMENDATION (DSR)
TOWSON UNIVERSITY
DEPARTMENT SUMMARY RECOMMENDATION (DSR)

DEPARTMENT OF _____

RECOMMENDATION FORM FOR YEAR _____

FOR _____

(Faculty Member)

This form is to be completed for all tenure track and clinical faculty by each department upon the conclusion of its PTR process each fall. When promotion or tenure is being considered, it is forwarded as part of the faculty member's file to the appropriate college promotion and tenure committee for use during its deliberations. Recommendations on, reappointment, and five year comprehensive reviews are to be forwarded directly from the department to the dean of the college.

By signing this form faculty members indicate that they have read this form and are aware of the department's recommendation(s); their signatures do not necessarily indicate agreement with the recommendation(s). Faculty who wish to appeal the recommendation(s) should follow procedures found in the Towson University Policy on Appointment, Rank and Tenure of Faculty.

The _____ Department PTR Committee voted to recommend that you have:

- ☐ Tenure granted
- ☐ Tenure denied

The _____ Department PTR Committee recommends you for the following:

Promotion to T/TT or Clinical:

- ☐ Associate Professor
- ☐ Professor
- ☐ No promotion

The _____ Department PTR Committee recommends that you be:

- ☐ Reappointed
- ☐ Not reappointed

The _____ Department PTR Committee recommends that your performance for the period covered by the Five Year Comprehensive Review be judged:

- ☐ Satisfactory
- ☐ Less than Satisfactory

Committee Chair Signature _____ Date _____

Faculty Member Signature _____

Date _____

In the event of multiple decisions made by different committees with different committee chairs, those committee chairs should add their signatures on the backside of this form. 7/11/2013

Appendix F: Merit Review Timeline

Full time Faculty Merit Process and Calendar of Merit Evaluation Note: The process for merit recommendations is not related to procedures and policies pertaining to decisions of reappointment, tenure, promotion, or five-year review. Faculty/chairpersons undergoing review for reappointment, tenure, promotion or five-year review will submit separate dossiers relevant to those reviews by the deadlines articulated in the ART document. As such, the decision of merit from this process may differ from those made through the ART process. The merit process applies to *all* fulltime faculty which includes tenure/tenure track faculty, lecturers, clinical faculty, and professors of practice.

I. Due May 31

1. Fulltime faculty submit their dossier for the year under review to the department chair.
2. Chairs submit their dossier for the year under review to their dean.
3. In the event that May 31st falls on a weekend or holiday, the deadline shall be the first business day.
4. Materials to be included in faculty/chairperson dossier:
 - i. *Annual Workload Plan* or *Chairs Annual Workload Plan*
 - ii. *Annual Report* or *Chairs Annual Report* (for the year under review)
 - iii. Updated CV
 - iv. Syllabi of courses taught during the year
 - v. All available student evaluations for the period under review
 - vi. Any peer observations received during the review period
5. The *Annual Merit Evaluation Form for Fulltime Faculty and Chairpersons* shall be used as the instrument to evaluate for merit decision.
6. Faculty/chairpersons must receive “Meets Departmental Standards” in all categories to receive a decision of merit.
7. Faculty/chairpersons on sabbatical, FMLA, or other leave during the year under review will only be rated on categories relevant to their duties as agreed upon in their *Annual Workload Plan* for the year under review.

II. First Business Day in July

1. For faculty – chair sends the dean, and copies the faculty member, the completed *Merit Evaluation Form for Fulltime Faculty and/or Chairpersons*
2. For chairpersons – dean sends the Provost, and copies the chairperson, the completed *Merit Evaluation Form for Fulltime Faculty and/or Chairpersons to the chairperson*
3. Any negative decision must be accompanied by a written rationale in the comments section of the evaluation form or as an attachment.
4. Faculty/chairpersons may appeal a decision of no merit.

III. Second Friday in September

a. For faculty

- i. To appeal the chairperson’s no merit decision, the faculty member will provide a written rebuttal of the chairperson’s decision to the departmental PTR Committee, along with the *Merit Evaluation form* including the chairperson’s rationale, copying the chairperson.
- ii. A decision of no merit for faculty by the chairperson shall be reviewed by the departmental PTR committee *only* if a rebuttal by the faculty member is filed.
- iii. In the case of a rebuttal, the PTR chair should notify the department chairperson who may provide additional written comments regarding the negative decision. The PTR chair should inform the

department chairperson of the committee's review timeline so the chairperson's additional written comments will be received in advance of the committee's review.

- iv. Any deliberations by the departmental PTR Committee shall exclude participation by the faculty member under consideration and the department chairperson.

b. For chairpersons

Chairperson may provide a written rebuttal to the dean's decision to the Provost, with a copy to the dean.

IV. Fourth Friday in September

For faculty

The departmental PTR Committee will render a written decision to the dean, copying the faculty member and the chairperson.

V. Second Friday in October

For faculty

- i. The dean will review the materials submitted by the faculty member, the chairperson, and the department PTR committee.
- ii. The dean will notify the faculty member, the PTR committee chair, and the department chairperson of their decision.
- ii. Positive decisions by the dean should also be reported to the Provost Budget Office (PBO) and will result in retroactive payment to the faculty member.

VI. Fourth Friday in October

1. For faculty

- i. In the event of a negative decision by the faculty member, the chairperson, and the department PTR committee.
- ii. The faculty member, dean, chairperson and the PBO will be notified of the Provost's decision.
- iii. Positive decisions by the Provost will result in retroactive payment.
- iv. The Provost's decision shall be final.

2. For chairpersons

- i. in the event of a negative decision by the dean, the Provost will review the materials submitted by the dean and the chairperson.
- ii. The dean, chairperson and the PBO will be notified of the Provost's decision.
- iii. Positive decisions by the Provost will result in retroactive payment. 2
- iv. The Provost's decision shall be final.

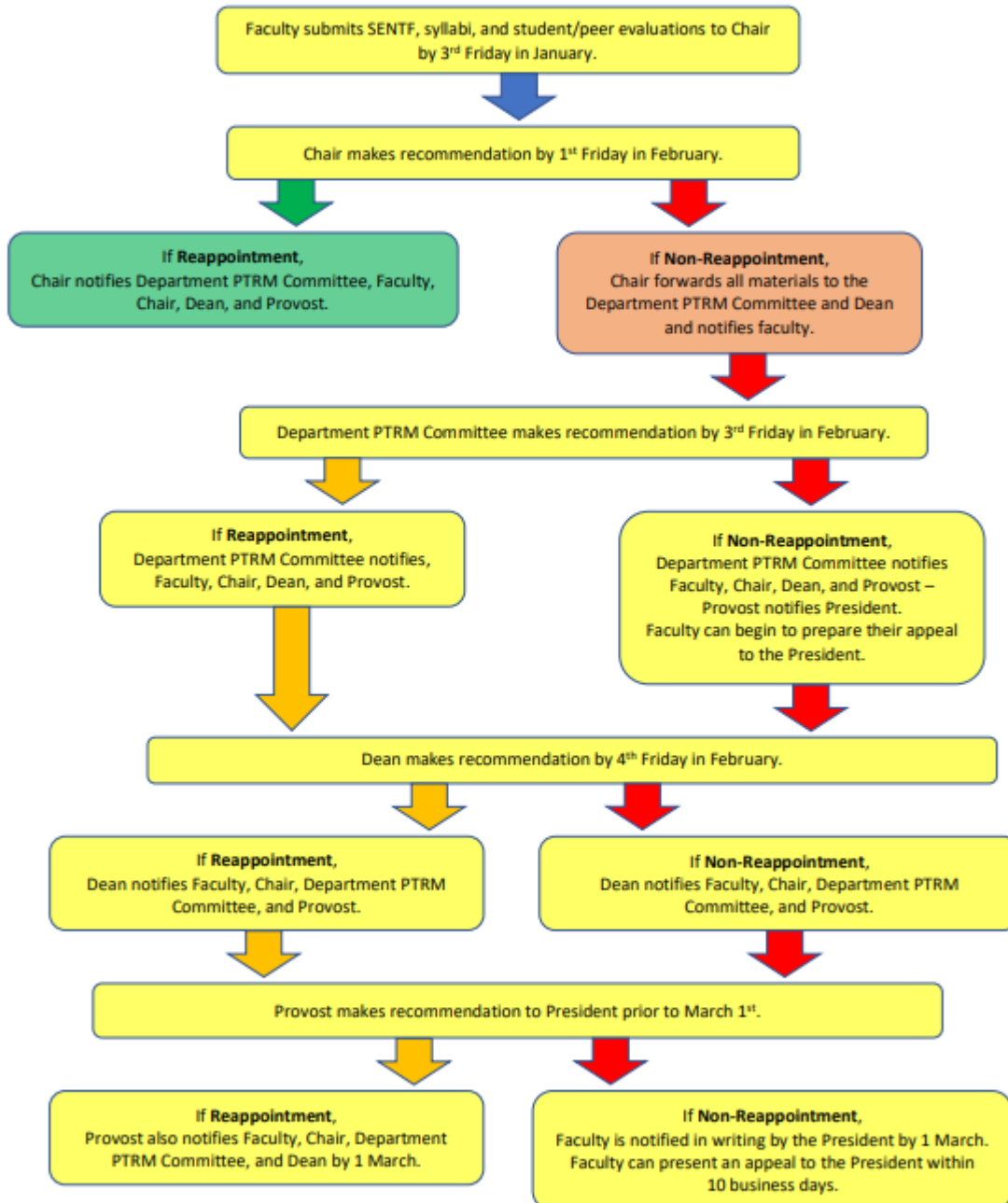
VII. Records Retention

Confidential copies of all the above materials are retained by the department in accordance University Records Management Policy 06-06

Updated 12.21.2022

Appendix G: First year review Timeline

Source: <https://www.towson.edu/about/administration/senate/committees/ptrm.html>



**STATEMENT OF STANDARDS AND EXPECTATIONS
FOR NEW TENURE TRACK FACULTY (SENTF)**

Name _____ Rank _____

Department of _____

- I. Faculty members will abide by the following documents:
- A. University System of Maryland policies, Towson University policies, and the Faculty Handbook.
 - B. The policies and procedures of the College of _____ Promotion and Tenure Committee.
 - C. The policies and procedures set forth in the Department of _____ promotion and tenure document.

- II. Faculty members will observe the following general university and College of _____ expectations:

- A. Excellence in teaching and advising.
- B. Professional growth and scholarly activity.
- C. Service to the department, college, university, and/or USM.
- 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. Faculty members joining the faculty in the Fall semester must earn the degree by February 1 of the following calendar year. Faculty members joining the faculty in the Spring semester must earn the degree by August 1 of the same calendar year. Faculty members who do not earn the degree by the deadline will not be reappointed for the following academic year. Only in extraordinary cases will tenure be recommended for an individual not holding the doctorate or other appropriate terminal degree.

- III. Faculty members will observe the following more specific requirements of the Department of _____.

In this section, list specific departmental expectations of the new faculty member—such as advising; maintaining academic standards; serving on department committees; filing of syllabi, exams, and class records; developing “themes” or “topics” courses; any special rules about multi-section, multi-instructor courses; any special rules about teaching assignments (such as balance of lower division and upper division courses, and time of teaching assignments consistent with needs of the department, etc.).

The quality of all activities—teaching, scholarship, and service—is assessed by the department committees and the college committee in arriving at recommendations.

- A. Nontenured faculty members will be formally evaluated each year. Classroom observations by tenured faculty members are an important part of this evaluation. Each classroom observation is followed by the submission of a written evaluation to the faculty member observed and to his/her P&T file.
- B. All faculty members are subject to an annual evaluation by the appropriate departmental committee(s) for purposes of third-year review or recommending promotion, tenure, or reappointment. These recommendations will be based on performance appropriate to the faculty member's rank. The following will be considered in this evaluation:
1. "Teaching takes a variety of forms, including the use of technology, development of new courses and programs (including those involving collaborative or interdisciplinary work and civic engagement), faculty exchanges and teaching abroad, off-site-learning, supervision of undergraduate and graduate research and thesis preparation, emphasis on pedagogy including the various learning outcomes defined in a specific curriculum, and other aspects of learning and its assessment. It also includes advising responsibilities." Excellence in teaching, will be evaluated via peer evaluations (including classroom observations; review of syllabi, textbooks, examinations, and other materials; review of grading standards and procedures) and student evaluations.
 2. "Scholarship is widely interpreted and takes many forms, including the scholarship of Application, Discovery, Integration or Teaching. Regardless of type, each faculty member shall be reviewed in terms of continuing professional development and currency in his/her academic field as affirmed by its community of scholars." Evidence of scholarship includes but is not limited to peer-reviewed books, articles, reviews, poetry, fiction, computer programs, audio and video productions, presentation of peer-reviewed papers at conferences and workshops, and artistic performances.
 3. "University service shall include substantive participation in the shared governance activities of the department, college and university." It may include committee activities and new program development. "Professional service shall include activities in professional organizations or participating in other venues external to the university (local, regional, national or global) in which one's expertise is applied and which advance the university's mission." "Civic service includes participation in the larger community (local, regional, national or global) outside the university in ways that may or may not be directly related to one's academic expertise, but in ways which advance the university's mission."

IV. Specific Expectations of New Faculty Members

Newly appointed faculty members are asked to complete certain assignments related to the area(s) of specialization for which they were hired. The specific expectations for your first year of employment are noted below.

A. Identification

Name: Insert faculty member's name

Rank: Insert faculty member's rank

Date of appointment: Use the beginning of semester in which the faculty member's contract begins (e.g., September 2009)

Area(s) of specialization: List specialization(s) for which faculty member was hired

B. Assignments

1. Teaching

List the range of courses the faculty member will be expected to teach; where appropriate, include the mix of graduate, upper and lower division, etc.

2. Course Development

List existing courses the faculty member is expected to revise, new courses the faculty member is expected to develop; where possible, give timetable (e.g., do so much in the first year, the second year, etc.)

3. Advising

Specify when the faculty member is expected to begin advising and whether advising will be for a specific subset of majors (e.g., only those within a particular concentration), or whether advising will include undeclared and/or interdisciplinary students.

4. Scholarship

Achieve a consistent record of high quality scholarly growth, through such activities as presentations at professional conferences and research leading to peer-reviewed pedagogical or scholarly publications. Use the above language or modify it to make it more specific to the particular faculty member.

5. Department Service

List expectations concerning committee service, review of library holdings and ordering of library books, and any specific departmental duties the faculty member has been hired to do (e.g., develop a computer instruction lab, serve as coordinator of a program, a concentration, or an institute).

6. College, University, and/or USM Service

At least by the third year of service, seek election or appointment to one of the standing or ad hoc committees of the college, the university and/or the USM. Use the above standard language.

- C. Assignments for subsequent years will be determined annually by the chairperson in consultation with you, based on the university's workload policy, and with reference to the promotion and tenure and merit policies, and will be incorporated into an annual agreement on faculty workload expectations.

SIGNATURES:

_____ Faculty Member	_____ Date
_____ Department Chairperson	_____ Date
_____ Dean of College	_____ Date
