

Chapter 3–University System of Maryland (USM) & Salisbury University (SU)

Policies and Procedures

- A. Section I: USM System-wide policies and procedures**
- B. Section II: SU Faculty**
- C. Section III: SU Academic Affairs**
- D. Section IV: SU Research**
- E. Section V: SU Student Affairs**
- F. Section VI: SU General Administration**
- G. Section VII: SU Personnel**
- H. Section VIII: SU Fiscal and Business Affairs**



Chapter 3. University System of Maryland (USM) and Salisbury University (SU)

Policies and Procedures

The Board of Regents BOR of the University System of Maryland has the responsibility for managing the System under Title 12 of the Education Article of the Maryland Annotated Code. In order to carry out this responsibility the Board has developed regulations for the System and published these in the document entitled *Bylaws, Policies and Procedures of the Board of Regents: University System of Maryland*. This information is online and can be located at www.usmd.edu/Leadership/BoardOfRegents/Bylaws.

A. Section I: USM Bylaws, Policies and Procedures of the BOR (see above website location)

The president and the administration of Salisbury University manages the institution by implementing institutional policies and procedures that reflect both the requirements of the Board of Regents of the University System of Maryland and the unique character of Salisbury University. Salisbury University's policies and procedures are presented on the following pages. At the end of each policy is a code indicating the Board of Regents' policy to which it relates.

B. Section II: SU Faculty

II - 1.00: Policy on Appointment, Rank and Tenure of Faculty

The criteria specified here for the appointment, promotion, and granting of tenure to faculty at Salisbury University are derived from the university's mission. Final authority for the appointment, promotion, and granting of tenure to faculty resides with the president of the institution.

Part I: Appointment of Faculty

A. Search Process

1. Determination of Tenure Track Position to be Filled.

Departments that have identified either the need to replace a faculty member who has left the university or the need for an additional tenure track line should fill the "Request to Fill a Faculty Position" form found in **Appendix A-2** and forward it to the school dean who will then forward it to the provost. If the position to be filled is a replacement for a faculty who has retired or resigned, written documentation needs to be attached to the Request form. The disposition of faculty lines will be determined by the provost. Upon determining that a vacancy is to be filled, the provost will authorize an academic department to recruit for a specified rank.

2. Visiting Faculty Appointments.

Visiting faculty appointments are usually made for one academic year or less. Only in unusual circumstances will a visiting appointment exceed a total of three years. A visiting faculty appointee can become a regular appointee only through a search process before or after the initial appointment in accordance with the institution's procedures, including adherence to affirmative action guidelines. Years of service in a visiting appointment may, upon mutual agreement of the faculty member and the institution, be counted as probationary years for purpose of consideration for tenure.

3. Formation of Search Committee.

After the provost has given authorization to recruit, the appropriate dean will ask the department chair to form a Search Committee composed of full-time faculty for the purpose of identifying qualified candidates for the open position. Each Search Committee appointed should have minority and female representation if possible. If female or minority representation is not possible (for example, because the department has no female or minority staff), consultation must take place with the dean and consideration be given to the feasibility of adding a minority and/or female faculty member from another department within the school. (The dean is to take into account the burden this service may place upon those minority faculty currently employed.) The EEO/Affirmative Action officer will assist all departments in developing applicant pools that are as diverse as possible.

4. Wording of Job Announcement.

The job description must be specific as to title, rank of appointment, primary duties, qualifications required, and if appropriate, specialty within the discipline, and salary range. Normally included along with the position description and candidate qualifications are a deadline for receipt of applications and a request for three letters of recommendation and official transcripts of formal education. The qualifications required or preferred must reasonably relate to the job to be performed; it is unlawful to over-state the minimum qualifications. Any advertisement should include the statement "Salisbury University is committed to employment equity and diversity in the workplace. Our employment goals are to create a workforce from a variety of backgrounds and experience that will strengthen the values of a diverse university community. It is the policy of this institution to provide equal employment and educational opportunities without regard to race, color, religion, national origin, sex, age, marital status, handicap, or sexual orientation. Salisbury University is an Affirmative Action/Equal Opportunity employer." A suitable amount of time should be allowed between the day the ad will be published in a particular publication and the deadline for applications to give applicants enough time to contact their references, etc.

The department chair is responsible for preparing the job advertisement and locating appropriate discipline specific advertising venues. The department chair sends the announcement and list of advertising venues to the dean who then sends it to the provost for approval, and to the affirmative action officer for review. Any of these three may add additional advertising sources or recommend changes to the announcement. The department chair must be informed of any changes made. When the approvals have been obtained, the Office of Human Resources will place the ad.

Once the job advertisement is finalized, the affirmative action officer will send an "information packet" to the search committee chair containing a cover letter, a copy of hiring procedures, and the appropriate forms (described in the following steps). See the "Faculty Position Advertising Ad Template" in **Appendix A-3** for assistance in composing the position announcement (Section II of the Faculty Handbook January 2002, **p. 44**).

All persons involved in this process will respond in a timely fashion so that important advertising deadlines will not be missed.

5. Placement of Job Announcement/Recruitment Sources.

Job announcements should be circulated as widely as possible in a variety of professional, specialized, and mass circulation media likely to reach candidates, including a pool of minority and female applicants. The dean and chair are responsible for assuring that the ad is placed in the appropriate newspapers and journals and circulated to appropriate colleges/universities and other contacts as described above. The dean and the Affirmative Action Officer are also responsible for ensuring, for departments in which an underutilization of minorities or women has been identified, that additional strategies specifically geared to attracting a pool of qualified applicants of the under-represented group have been employed. Some examples of recruiting strategies are:

- a. Beginning the advertising effort as early in the academic year as possible. The best strategy in recruitment is to be between the first to advertise and the first to bring finalists to campus. Early advertisement also attracts the largest pool of candidates and enhances the probability that the candidate you want will still be available.

- b. Copies of the position announcement mailed to universities with graduate programs. Address labels for predominantly black colleges and universities with graduate programs are available from the office of Affirmative Action.
- c. Early and timely advertisement in national publications or general circulation media. Examples: *The Chronicle of Higher Education*; *Science*.
- d. Early and timely advertisement in professional journals. Examples: *Physics Today*; American Political Science Association's employment bulletin.
- e. Advertisement in metropolitan/local newspaper. Examples: *Baltimore Sun*, *Washington Post*, African-American Newspapers (Baltimore office), *Journal and Guide* (Norfolk, VA), *Daily Times* (Salisbury).
- f. Contact by phone or mail with academic institutions having graduate programs where students may possibly be qualified for the position. It should be noted that if a committee sends its job announcement to colleges and universities that graduate predominantly white males then similar efforts must be made to reach institutions with a high proportion of minorities and women among their graduate school population.
- g. Copies of the position announcement mailed to universities with graduate programs. Address labels for predominantly black colleges and universities with graduate programs are available from the office of Affirmative Action.
- h. Early and timely advertisement in publications serving minority and female readerships that advertise position vacancies. (Listing is available in the office of Institutional Accountability and Research. Examples include the *Affirmative Action Register*, *Black Issues in Higher Education*, etc.)
- i. Personal communication by members of the committee with professional contacts.
- j. Recruitment at professional conferences, including those oriented to minority students and educators.
- k. Contact with selected black organizations (e.g., Caucus of Black Sociologists), which may provide recruitment assistance. (A listing of these organizations is available in the Affirmative Action Office.)
- l. Use of a listing of colleges and universities participating in the U.S. Department of Education's Graduate and Professional Opportunities Program (which awards fellowships to graduate students demonstrating financial need). (Available in the Affirmative Action Office.)
- m. Use of the CIC Directory of Minority Ph.D. Candidates and Recipients, a sample of which is available in the Office of Institutional Accountability and Research, and in its entirety in the Affirmative Action Office.

- n. Posting on campus bulletin boards.
 - o. Reviewing the resumes of those who have submitted unsolicited applications.
 - p. Personal communication with minority and female staff members and alumni for their suggestions.
6. Acknowledging Receipt of Applications and Use of EEO Statistical Information Form.

Once a position has been advertised and applications from candidates are received, a letter of acknowledgment to each applicant must be sent. This letter must be accompanied by the EEO Statistical Information form, shown in **Appendix A-5**, along with a self-addressed business reply envelope, both of which can be obtained from the Affirmative Action Office. (Note: If the Search Committee receives many applications (i.e., over 50), the committee may conduct an initial screening to eliminate those who do not meet the qualifications for the position. The Statistical Information form should only be sent to those who are considered to be bona fide applicants for the position.) The Statistical Information form is to be used for statistical purposes only to identify race, sex, and handicap status of applicants on an anonymous basis and to provide feedback to the Affirmative Action Officer, dean, and provost that the advertisements are reaching minority and female applicants. These data are required by federal legislation on affirmative action. This information will not be shared with the search committee prior to the end of the search.

7. Screening and Permission to Interview.

Each application must be reviewed by the Search Committee on its merits in relation to the advertised position and qualifications and other criteria supplied to candidates. Criteria used in screening candidates must be applied uniformly to all candidates. Selection of candidates must be made on professional grounds. Candidates may not be excluded due to factors such as race, national origin, religion, sex, age, sexual orientation, or condition of handicap, unless the disability would preclude the individual from carrying out the responsibilities of the position.

The screening procedure will result in the determination of an "interview pool." The names and credentials of the top candidates to be interviewed must be approved by the department chair and dean. No department may invite persons for interviews until they have received approval from the appropriate dean.

It is suggested that search committees consider seeking permission to check listed references as well as unlisted references or contacts from candidates who are being considered for on-campus interviews. During the reference check process, members of the search committee can solicit job-related information on the candidate's ability to perform the duties of the job for which she/he is being considered. It is important to keep records of the conversations and the information obtained as well as to ask a standard set of questions from all references. Sample questions and reference check guidelines appear in **Appendix A-4**.

NOTE: Some departments may wish to conduct interviews of preliminary applicants at a conference or annual meeting of a professional association or by phone. In general, interviews at this stage do not need dean or provost approval and may not be used as the dean or provost interview of a candidate, which must take place on campus, and offers of employment cannot be made at such an interview.

8. Candidates Who Advance Major Campus Initiatives.

On occasion a search committee may identify a candidate or candidates who, although they do not meet all of the selected criteria for a particular search, show the potential to advance significantly a major university initiative. In such cases, the committee chair should bring these candidates to the attention of the department chair who may bring them to the attention of the dean, provost, or president. If it is clear that the candidate does have the potential to advance university initiatives and there is a need for additional faculty in the area, the provost may authorize the department to interview the candidate with the possibility of an additional line being made available.

9. Invitations to Interview.

Once approval has been given to begin interviewing, each person in the interview pool must be contacted to arrange a date for the interview. The terms under which travel expenses for applicants are reimbursed should also be explained to the candidates. A copy of Maryland Department of Personnel regulations governing interviews and travel reimbursements is contained in the Financial Services Office.

10. Interviews.

A core of similar questions should be asked of all candidates. Search Committees should agree upon this set of questions in advance of interviewing and to formulate them in writing. Search Committees must also be sure to use criteria that coincide with the qualifications listed in the job advertisement. Additional questions may also be asked. Notes should be maintained for each interview, and a record of the race and sex, if known, of each interviewee must be kept.

Everyone who is responsible for hiring should review guidelines on the interviewing process. According to the Equal Employment Opportunity Commission guidelines, also contained in **Appendix A-6**, pre-employment inquiries as to the following are to be avoided: age, date of birth, number and age of children, marital status, race, religion, and national origin. Other useful documents on interviewing developed by the Maryland Department of Personnel and CUPA (College and University Personnel Association) are available from the Human Resources Office. Wherever possible candidates should be asked to interact with students and to make a presentation that is appropriate for the discipline which is hiring. Examples of this are the opportunity to teach a class, an invitation to speak to an academic club or an invitation to give a presentation to faculty. Candidates should be given the opportunity to speak informally with as many members of the department as possible and to ask questions of them as well. It is helpful to think of the interview process as a two way street where the candidate and the department are attempting to discern whether there is a “good fit.”

Committee chairs need to be aware of prevailing policies and procedures regarding reimbursement of expenses incurred by both the candidates and search committee members associated with the on-campus interview. Full information on these policies can be obtained in the booklet entitled “Salisbury University Policies & Procedures - Travel & Miscellaneous Reimbursements - Regular Procurement & Procard Purchases” from the Financial Services Department. A “Checklist For Faculty Search Expenses” and the “Salisbury University Candidate Interview Form” appear in **Appendix A-7** and **A-8** respectively.

11. Offer of Position.

Candidates are recommended by the department chair in accordance with departmental policy. The name of the final candidate is reviewed by the dean, who obtains permission from the provost to make an offer. The conditions of the offer with respect to salary, rank, and credit from previous experience towards tenure and promotion are decided by the provost in consultation with the dean and the chair. In general, the department chair will be given permission to discuss the pending offer and terms with the candidate verbally prior to the actual written offer being sent.

All formal appointment offers require approval from the provost's office. For a variety of reasons, the provost may decide that it is in the university's best interests to authorize a department to make more than one offer in parallel for a potential extra position. Special arrangements for inter-institutional appointments, interdepartmental appointments and appointments in new academic units will be handled by the provost.

12. Affirmative Action Recruitment Form.

When the search is completed, the department must complete the "Affirmative Action Recruitment Form" (**Appendix A-9**) as part of the monitoring process for ensuring that all the appropriate recruitment and screening procedures have been followed. This form may be obtained from the Affirmative Action Office. It should be completed and returned to the appropriate dean for signature. This is then sent by the dean to the provost for signature and by the provost to the president, if applicable. The form then must be sent to the affirmative action officer.

13. Unsuccessful Candidates.

Unsuccessful candidates must be notified in writing that the position has been filled and thanked for their applications.

14. General Record Keeping.

All written records having to do with the hiring of an individual must be kept for the life of the affirmative action plan (five years) according to the Office of Civil Rights of the U.S. Department of Education. The following forms are to be kept on file in the Affirmative Action Office: the applicant information forms; the affirmative action recruitment report and a copy of all published advertisements for a particular position. The hiring department is responsible for keeping copies of letters of acknowledgment and rejection; interview notes and criteria used in making a selection; applicant resume/credential files; and all other correspondence (including copies of published advertisements) relative to the search for a period of five years.

15. Emergency Recruitment Procedures.

Emergency recruitment is warranted where death, medical leave of absence, resignation, dismissal, or suspension have resulted in a vacancy of an existing position: (1) during a semester in which the incumbent was working where the event was not foreseeable prior to

two months of its occurrence, or (2) where the vacancy occurs after spring semester commencement prior to a fall semester in which the incumbent was assigned to teach.

No emergency hires will be made for tenure or tenure-track positions. Emergency hires will be considered temporary.

Where an emergency recruitment situation as defined above exists, the following procedures apply:

- a. The appropriate provost will notify the affirmative action officer of the emergency situation. Any disagreement as to the existence of an emergency situation will be resolved by the president.
- b. If time permits, the supervisor or department chair will devise a limited advertisement and recruitment plan which must be approved by the appropriate administrator or dean along with an approved job description.
- c. A screening committee consisting of at least two appropriate academic administrators (e.g., provost, dean, department chair) and at least one other appointed faculty member will screen the candidates and/or candidates recommended by the department chair or supervisor.
- d. The department chair will maintain documentation of evaluation criteria and all other related correspondence to the selection.

16. Summary of Hiring Procedures.

A one-page summary of hiring procedures provided by the provost and entitled "Candidate Selection Protocol" can be found in **Appendix A-1**.

B. Offers of Appointment

1. A final offer of appointment can be made only with the approval of Salisbury University's president or provost.
2. The official letters of appointment to the faculty at Salisbury University appear in **Appendix B** and provide for both the general terms of employment at the university and any specific terms of employment, which may be negotiated by the university and the new faculty member at or prior to appointment and as a part of employment.
3. In negotiation with the successful candidate who is coming in without tenure, the president (or her designee) may grant up to a maximum of three years prior service credit to count towards tenure.
4. In addition to the official letter of appointment, each new faculty member will receive a copy of the Salisbury University's Faculty Handbook, which includes University System of Maryland-wide policies and procedures relating to the appointment, rank and tenure of faculty as approved by the Board of Regents, and all Salisbury University policies and procedures relating to the appointment, rank and tenure of faculty as approved by the president of Salisbury University and the chancellor of the University System of Maryland. Subject to the provisions in paragraphs **I.C.15 and I.C.17** of the University System of Maryland's APPOINTMENT, RANK AND TENURE POLICY, the terms described in

Salisbury University's letter of appointment, together with the policies reproduced in appropriately designated portions of Salisbury University's Faculty Handbook constitute a contractually binding agreement between Salisbury University and its faculty appointees.

C. Provisions Related to Appointment, Promotion, Tenure and Permanent Status

The following provisions are furnished to all new faculty at time of initial appointment.

1. Adjustments in salary or advancement in rank may be made under these policies, and, except where a definite termination date is a condition of appointment, the conditions pertaining to the rank as modified will become effective as of the date of the modification.
2. Appointments to the rank of full-time instructor are for a term not to extend beyond the end of the fiscal year during which the appointment becomes effective. An appointment to the rank of full-time instructor will be renewed automatically for the second year and succeeding years unless the appointee is notified in writing to the contrary by March 1 during the first year of service and by December 15 during the second year and succeeding years of service.

Except where tenure has been granted pursuant to this paragraph, appointments to the rank of instructor are for a term not to extend beyond the end of the fiscal year during which the appointment becomes effective. An appointment to the rank of full-time instructor will be renewed automatically for a second year and succeeding years unless the appointee is notified in writing to the contrary by March 1 during the first year of service and by December 15 during the second year and succeeding years of service. A full-time instructor may receive, during an appointment year, a formal review for tenure as instructor. An instructor without tenure, whose appointment has been extended to a sixth year of continuous, full-time service commencing on or after July 1, 1990, shall receive during that sixth year a formal review of tenure as instructor. The appointee reviewed for tenure shall be notified in writing, by the end of the appointment year in which the review was conducted, of the decision either to grant or deny tenure. A full-time appointee who has completed six consecutive years of service at the institution as an instructor, and who has been notified that tenure has been denied, shall be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances, shall receive no further consideration for tenure. An instructor with or without tenure may be promoted to assistant professor. If an instructor without tenure is appointed as an assistant professor, the provisions of paragraphs **C.3 and C.4** apply to the appointment, except that the appointee's review for tenure must occur no later than the sixth year of continuous full-time employment, commencing on or after July 1, 1990, in the ranks of instructor and assistant professor. Tenure in any rank can be awarded only by an affirmative decision based upon a formal review. Such appointments may be terminated at any time in accordance with paragraphs **C.6 through C.11**.

3. Subject to any special conditions specified in the letter of appointment, full-time appointments to the rank of assistant professor will be for an initial term of one to three years. The first year of the initial appointment is a probationary year, and the appointment may be terminated at the end of that fiscal year if the appointee is so notified by March 1. In the event that the initial appointment is for two years, the appointment may be terminated if the appointee is so notified by December 15 of the second year. After the second year of the initial appointment, the appointee

will be given one full year's notice if it is the intention of Salisbury University not to renew the appointment. If the appointee does not receive timely notification of non-renewal, the initial appointment shall be extended for one additional year. An initial appointment may be renewed for an additional one, two, or three years. Except as set forth in paragraph C.4 below, an appointment to any term beyond the initial appointment will terminate at the conclusion of the additional term unless the appointee is notified in writing that it is to be renewed for another term allowable under University System policies, or the appointee is granted tenure. Such appointments may be terminated at any time in accordance with paragraphs C.6 through C.11.

4. An assistant professor whose appointment is extended to a full six years will receive, no later than the sixth year, a formal review for tenure. The appointee will be notified in writing, by the end of the appointment year in which the review was conducted, of the decision to grant or deny tenure. Notwithstanding anything in paragraph c to the contrary, a full-time appointee who has completed six consecutive years of service at the institution as an assistant professor, and who has been notified that tenure has been denied, will be granted an additional and terminal one-year appointment in that rank, but, barring exceptional circumstances, will receive no further consideration for tenure.
5. Full-time appointments or promotions to the rank of associate professor or professor require the written approval of the president of the institution. Promotions to the rank of associate professor or professor carry immediate tenure. New full-time appointments to the rank of associate professor or professor may carry immediate tenure. Otherwise, such appointments will be for an initial period of one to four years, except that initial appointments for individuals with no prior teaching experience may be for a maximum of six years, and will terminate at the end of that period unless the appointee is notified in writing that he or she has been granted tenure. An associate professor or professor who is appointed without tenure will receive a formal review for tenure. If the appointment is for an initial period of one year, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by March 1 of that year. If the appointment is for two years, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by no later than December 15 of the second year. If the appointment is for more than two years, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by no later than one year prior to the expiration of the appointment. Appointments carrying tenure may be terminated at any time as described under paragraphs C.6 through C.11.
6. A term of service may be terminated by the appointee by resignation, but no resignation will become effective until the termination of the appointment period in which the resignation is offered except by mutual agreement between the appointee and the president of Salisbury University or designee.
7. The president of Salisbury University may terminate the appointment of a tenured or tenure-track appointee for moral turpitude, professional or scholarly misconduct, incompetency, or willful neglect of duty, provided that prior to the termination the following steps are taken:
 - a. the charges are stated in writing and the appointee is furnished a copy thereof;

- b. the Faculty Mediation Committee of the Faculty Senate is asked by the president to informally inquire as to the possibility of effecting an adjustment to the situation which would prevent termination;
- c. where such mediation fails, the appointee is given an opportunity to request a hearing by the University Academic Freedom and Tenure Committee

Once mediation has failed (see 7b above) the appointee will have thirty calendar days to request a hearing. The hearing will be held no sooner than thirty calendar days after receipt of such a request. The date of the hearing will be set by mutual agreement of the appointee and the chairperson of the University Academic Freedom and Tenure Committee. The Academic Freedom and Tenure committee will make a recommendation to the president for action to be taken. The recommendation will be based only on the evidence of record in the proceeding. If the president does not accept the recommendation of the Academic Freedom and Tenure committee, the reasons will be communicated promptly in writing to the appointee and the chairperson of the Academic Freedom and Tenure committee. In the event that the president elects to terminate the appointment, the appointee may appeal to the Board of Regents, which will render a final decision.

Under exceptional circumstances and following consultation with the chair of the Academic Freedom and Tenure Committee, the president may direct that the appointee be relieved of some or all of his or her institutional duties, without loss of compensation and without prejudice, pending a final decision in the termination proceedings. (In case of emergency involving threat to life, the president may act to suspend temporarily prior to consultation.) The appointee may elect to be represented by counsel of his or her choice throughout termination proceedings.

- 8. If an appointment is terminated in the manner prescribed in paragraph 7, the president of the university may, at his or her discretion, relieve the appointee of assigned duties immediately or allow the appointee to continue in the position for a specified period of time. The appointee's compensation will continue for a period of one year commencing on the date on which the appointee receives notice of termination. A faculty member whose appointment is terminated for cause involving moral turpitude or professional or scholarly misconduct will receive no notice or further compensation beyond the date of final action by the president or the Board of Regents.
- 9. The institution may terminate any appointment because of the discontinuance of the department, program, school or unit in which the appointment was made; or because of the lack of appropriations or other funds with which to support the appointment. Such decisions will be made at Salisbury University in accordance with the procedures detailed in **(See Faculty Retrenchment, BOR II - 8.00)**. The president of the university will give a full-time appointee holding tenure notice of

Revised 9/03

such termination at least one year before the date on which the appointment is terminated.

- a. If the need arises for reduction or reallocation of faculty, the university will develop a retrenchment plan, which protects the due process rights of faculty. The university will also establish a Retrenchment Appeals Committee with a majority membership of tenured faculty elected by the faculty.
 - b. The retrenchment plan will be used to make recommendations to the president about which faculty positions should be terminated at the University and/or which positions should be reallocated in some way. The Retrenchment Appeals Committee has the responsibility of hearing appeals from faculty who have been notified of termination or reallocation and determining the validity of termination or reallocation on the basis of 1) incorrect computation of years of service or 2) incorrect analysis of a faculty member's qualifications for satisfying a critical need of a program or a department.
 - c. Final decisions on retrenchment and reallocation of faculty will be made on the basis of Salisbury University's educational mission, its needs to maintain program integrity, its needs to maintain financial viability and to be responsive to the needs of its clientele.
10. Notwithstanding any other provisions to the contrary, the appointment of any nontenured faculty member 50% or more of whose compensation is derived from research contracts, service contracts, gifts or grants, will be subject to termination upon expiration of the research funds, service contract income, gifts or grants from which the compensation is payable.
 11. Appointments will terminate upon the death of the appointee. Upon termination for this cause, the institution will pay to the estate of the appointee all of the accumulated and unpaid earnings of the appointee plus compensation for accumulated unused annual leave.
 12. Appointments to all other ranks not specifically mentioned in **A.1 (Faculty Ranks, Promotion, Tenure and Permanent Status)** and all part-time appointments are for terms not to extend beyond the end of the fiscal year unless otherwise stipulated in the letter of appointment. Faculty appointed to ranks not specifically mentioned in **A.1** on a full-time basis for a term not less than one academic year shall receive notice of non-renewal of contract based upon their length of continuous full-time service in such ranks. If such service is less than seven years, at least 90 days notice is required. If such service equals or exceeds seven years, at least six months notice is required. If the required notice is not provided prior to the termination of the then-current contract, this condition may be remedied by extending the contract by the number of days necessary to meet the notice requirement.
 13. If in the judgment of the appointee's department chair or supervisor, a deficiency in the appointee's professional conduct or performance exists that does not warrant dismissal or suspension, a moderate sanction such as a formal warning or censure may be imposed, provided that the appointee is first afforded an opportunity to contest the action through application to the Faculty Welfare Committee.

14. Unless the appointee agrees otherwise, any changes that are hereafter made in paragraphs **1-13** will be applied only to subsequent appointments.
15. Compensation for appointments under these policies is subject to modification in the event of reduction in State appropriations or in other income from which compensation may be paid.
16. Appointees will be subject to all applicable policies and procedures duly adopted or amended from time to time by Salisbury University or the University System of Maryland, including but not limited to, policies and procedures regarding annual leave; sick leave; sabbatical leave; leave of absence; outside employment; patents and copyrights; scholarly and professional misconduct; retirement; reduction, consolidation, or discontinuation of programs; and criteria on teaching, scholarship and service.

Part II: Faculty Ranks, Promotion, Tenure and Permanent Status (this portion of the ART document was approved by Faculty Senate, Fall 2000)

Note: Salisbury University is in the process of developing new policy for the sections that have an asterisk (*).

A. General Principles

1. The only faculty ranks which may involve a tenure commitment are: professor, associate professor, assistant professor, instructor, distinguished university professor and such other ranks as the Board of Regents may approve. Appointments to all other ranks, including any qualified rank in which an additional adjective is introduced (such as "clinical professor"), are for a definite term and do not involve a tenure commitment.

Promotion to the ranks of associate professor or professor carries immediate tenure. Non-tenured faculty members applying for promotion to these ranks must first stand for tenure review. If tenure is denied, they may continue to apply for tenure on an annual basis until their contract appointments expire.

Professorial titles should be granted only to teaching and/or research personnel who are associated with teaching or research departments or units.

Notwithstanding anything to the contrary in this policy, faculty in certain ranks may be granted permanent status. The only faculty ranks which may involve a permanent-status commitment are Librarian II, Librarian III, and Librarian IV and such other ranks as the Board of Regents may approve. Permanent status may not be granted to an individual holding the rank of Librarian I.

Permanent status is defined as continuing employment such that a decision to remove an employee must be made by the President of the campus and must be justified by cause as defined by USM and campus policy. Permanent status is an employment status different from tenure.

*Each institution shall develop criteria and procedures for the review process leading to the granting of promotion and/or permanent status to occur no later than

the sixth year of continuous full-time employment. An appointee who has been notified that permanent status has been denied shall be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances, shall receive no further consideration for permanent status. Permanent status can be awarded only by an affirmative decision based upon a formal review. Individuals who have been granted permanent status under BOR VII-2.15 B POLICY ON LIBRARIANS, which is superseded by this policy, shall retain this status. Appointments of faculty librarians with permanent status may be terminated at any time for cause. Cause shall include moral turpitude, professional or scholarly misconduct, incompetence, and/or willful neglect of duty. In addition to being terminated for cause, faculty engaged exclusively or primarily in library services may be terminated because of the discontinuation of the department, program, school, or unit in which the appointment was made or because of the lack of appropriations or other funds with which to support the appointment. Procedures for termination of faculty librarians with permanent status are those that apply to tenured and tenure-track faculty, as described in C.6 through C.11.

Appointments of faculty librarians who do not have permanent status may be determined for cause under policies and procedures that apply to non-tenure track faculty.

*Subject to the approval of the President or designee, the campus libraries of USM constituent institutions shall develop guidelines, procedures, and appropriate criteria for evaluating librarians' performance. These guidelines, procedures, and criteria should be monitored systemwide to ensure equity with respect to standards.

*Every institution shall have written procedures governing the processes on granting promotion and permanent status. Following review for form and legal sufficiency by the Office of the Attorney General, these procedures must be submitted to the Chancellor for review and approval.

A person appointed to the position of Director shall serve in that capacity at the pleasure of the President or his or her designee, regardless of whether the appointee has at the time of the appointment, or obtains during the appointment, permanent status as a librarian.

2. In addition to the ranks listed in C. **Faculty Ranks**, there may also be such other faculty ranks as institutions shall define and include in their respective appointment, rank, and tenure policies, subject to the approval of the Board of Regents.
3. Institutions should specify in writing to faculty at the time of appointment the length of appointment and the applicable terms and conditions of the appointment with regard to tenure.

B. Criteria and Procedures for Promotion and Tenure

1. The criteria for tenure and promotion at Salisbury University are: (a) teaching effectiveness including student advising; (b) research, scholarship, and, in appropriate areas, creative activities; and (c) relevant service to the community, profession, and institution. The relative weight of these criteria will be determined by the mission of the university.

2. *The activities considered to be within the criteria for promotion and tenure shall be flexible and expansive. The assessment of teaching, research/scholarship/ creative activities, and service during the promotion and tenure process shall give appropriate recognition, consistent with the institution's mission, to faculty accomplishments that are collaborative, interdisciplinary, and inter-institutional and to faculty innovations in areas such as undergraduate education, minority- achievement programs, K-16 curriculum development, and technology-enhanced learning.
3. *Every institution shall have written procedures governing the promotion and tenure process. Following review for form and legal sufficiency by the Office of the Attorney General, these procedures must be submitted to the Chancellor for review and approval. These procedures shall include, at a minimum, the following:

Criteria: A statement of criteria upon which reviews will be based, and guidelines for appointment or promotion to each academic rank, with recognition that institutional mission is the primary factor that defines these criteria.

Procedures: A description of tenure and/or promotion review procedures, including participants, documentation, degree of confidentiality, schedule of the annual cycle for reviews, and authority for final approval.

Appeals: A statement of the right of faculty to appeal promotion and tenure decisions, the grounds for such appeals, and a description of appeal procedures.

C. Faculty Ranks

The following criteria are used at Salisbury University to make decisions about the promotion and tenure of faculty.

1. Faculty with Duties Primarily in Instruction, Research and Service
Criteria for Eligibility for Appointment and Promotion to Academic Ranks:

a. Instructor

- 1) As a minimum, a master's degree in the subject field in which the faculty member teaches.
- 2) Pursuit of continued graduate study toward a doctorate or other terminal degree. Upon completion of requirements for the terminal degree, an instructor who meets the requirements for assistant professor may be recommended for promotion to the rank of assistant professor.
- 3) Tenure normally will not be granted at the rank of instructor. The institution will determine the standard for granting tenure in exceptional circumstances.
- 4) Evidence of potential for effective university teaching.
- 5) Willingness to participate in the activities of the academic community.

b. Assistant Professor

- 1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) Evidence of effective teaching.
- 3) Participation in the activities of the academic community at the department, school and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization.
- 4) Evidence of scholarly contribution in the area of specialization including, but not limited to, activities such as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.

c. Associate Professor

- 1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) A minimum of six years of full-time university/college teaching experience with at least five years in assistant professor rank. Exceptions may be made for comparable professional activity or research by the provost.
- 3) Excellence in teaching.
- 4) Evidence of scholarly contribution in the area of specialization including, but not limited to, such activities as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.
- 5) Participation in the activities of the academic community at the department, school and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization.

Revised 9/03

d. Professor

- 1) The earned doctorate or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) A minimum of ten years of full-time university/college teaching experience and at least seven years in the associate professor rank. Exceptions may be made for faculty who have attained national distinction for comparable professional activity or research by the provost.
- 3) Excellence in teaching.
- 4) Evidence of scholarly contribution in the area of specialization including, but not limited to, such activities as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.
- 5) Participation in the activities of the academic community at the department, school and university levels, including, but not limited to, performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization.

Faculty Engaged Exclusively or Primarily in Library Services

The only librarian ranks with non-tenure faculty status are Librarian I, Librarian II, Librarian III, and Librarian IV and such other ranks as the Board of Regents may approve. These titles are to be granted to a limited number of appointees who fulfill roles defined by professional graduate training, such as librarian, curator, archivist, and information scientist. In the overwhelming number of instances, the professional graduate training required is an M.L.S. degree, which is considered the terminal degree in the practice of academic librarianship, from an American Library Association (ALA)- accredited program. However, each constituent institution may define instances when other graduate degrees may substitute for or augment the ALA-accredited M.L.S. Such exceptions will be based on and required by the functional needs of individual positions. In recognition of the operational needs of USM libraries, appointments to these ranks are normally for twelve months with leave and other benefits provided to twelve-month tenured/tenure-track faculty members, with the exception of terminal leave, sabbatical leave, and non-creditable sick leave (collegially supported).

- a. Librarian I: This rank is assigned to librarians just entering librarianship with little or no professional library experience but who have been judged to have demonstrated an understanding of the basic tenets of librarianship and a potential for professional growth. A Librarian I is not eligible for permanent status.

- b. Librarian II: Appointment or promotion to this rank signifies that the librarian has demonstrated effective professional knowledge and skills significantly above those expected of a Librarian I. Normally, a minimum of three years of professional experience is required.
- c. Librarian III: Appointment or promotion to this rank signifies that the librarian has mastered the skills, knowledge, and techniques of librarianship and has made meaningful contributions to the library, the institution, the library profession, and/or an academic discipline. Normally, a minimum of six years of professional experience is required, three of which must be at a level comparable to the rank of Librarian II at the appointing USM institution.
- d. Librarian IV: Appointment or promotion to this rank is exceptional. This rank is awarded to those librarians who have made distinctive contributions to the library, the institution, the library profession, and/or an academic discipline. This rank normally requires a minimum of nine years of professional experience, at least three of which must be at a level comparable to the rank of Librarian III at the appointing USM institution.

Subject to the approval of the President or designee, the campus libraries of USM constituent institutions shall develop guidelines, procedures, and appropriate criteria for evaluating librarians' performance. These guidelines, procedures, and criteria should be monitored systemwide to ensure equity with respect to standards.

3. Additional Faculty Ranks

- a. Lecturer: This title may be used for appointment at any salary and experience level of persons who are competent to fill a specific position but who are not intended to be considered for professorial appointment. Appointments to this rank shall be for terms not to exceed three years and are renewable.
- b. Senior Lecturer: In addition to having the qualifications of a Lecturer, the appointee shall have completed at least six years as a Lecturer (or in a rank at another institution of higher education that is accepted as comparable to Lecturer), and shall have established a record of teaching excellence and a record of service. Fewer than six years experience may qualify one for this rank if approved by the President or designee. Appointments to this rank shall be for terms not to exceed five years and are renewable.
- c. Artist-in-Residence; **Writer-in-Residence**; **Executive-in-Residence**: This title may be used to designate temporary appointments, at any salary and experience level, of persons who are serving for a limited time or part-time, and who are not intended to be considered for professorial appointment.
- d. Adjunct Assistant Professor; Adjunct Associate Professor; Adjunct Professor: These titles are used to appoint outstanding persons who may be simultaneously employed outside the institution. The appointee should

Revised 9/03

have expertise in the discipline and recognition for accomplishment sufficient to gain the endorsement of the preponderance of the members of the faculty of the department to which he or she is appointed. Appointment is made on a semester or an annual basis and is renewable. These titles do not carry tenure.

- e. Visiting Appointments: The prefix “Visiting” before an academic title is used to designate a short-term, full-time appointment without tenure.
- f. Emeritus Faculty Appointments: Emeritus status may be bestowed by an institution on the basis of both quality and length of service to the institution. Each institution shall establish guidelines and procedures for awarding this title. Emeritus titles at the System level may be bestowed by the Chancellor.
- g. Distinguished University Professor: This title may be bestowed by an institution to provide special recognition to faculty members. Each institution that chooses to utilize this title shall establish guidelines and procedures for awarding it.

D. Procedures for Promotion of Faculty

- 1. Following are the procedures for promotion of faculty at Salisbury University that takes place in the spring semester of each academic year. Faculty at Salisbury University are recommended for promotion on the basis of their a) eligibility by rank and degree as established by the Office of Academic Affairs and b) recommendation by the Committee on Promotions. The University Committee on Promotions is composed of eight voting members: a designated tenured Senator, four tenured faculty elected from and by their respective schools, and three tenured faculty elected at large, two retiring in each of two years, and three retiring every third year. These faculty may not themselves be eligible for promotion during their term of service on the committee. All materials submitted by faculty for consideration for promotion will be maintained in confidence and safekeeping by the University Committee on Promotions.
 - a. Faculty members who seek promotion obtain certification of eligibility by rank and degree from the Office of Academic Affairs and submit this with documentation that they have met the criteria for promotion as described in section **B.1 (Criteria and Procedures for Promotion and Tenure, page 56)** of this document to their departmental promotions committees for endorsement. (Requirements for the number of faculty who serve on departmental promotions committees, procedures for the selection of those faculty and the criteria used in their selection are described in **Appendix N.**)
 - b. Departmental promotions committees add their recommendations to the candidate’s application file and forward the file to department chairs, who in turn add their recommendations to the candidate’s application file and forward the file to the deans of their schools. Deans of schools add their recommendations to the candidate’s application file and forward the file to the University Committee on Promotions. Names of faculty recommended for promotion by their department promotions committees must go forward to the Committee on Promotions even if they do not

Revised 2/20/02, 9/03

receive approval from department chairs or deans of schools. Names of faculty recommended by departmental promotions committees which go forward lacking recommendation of a department chair or school dean is accompanied by written statements of non-recommendation they receive.

- c. Each application for promotion should be initiated through the submission of credentials to a departmental promotions committee, the department chair and dean of the school. All applications for promotion must receive consideration by department committees, chairs and deans.
 - d. The Committee on Promotions reviews the recommendations for promotions which it has received from eligible faculty, with or without endorsement of departmental promotions committees, department chairs or deans using the criteria described in section **B.1** of this policy and the guidelines described in section **D.1** of this document.
 - e. The Committee on Promotions sends its recommendations for faculty promotions to the provost and privately notifies, in writing, each faculty member who has applied for promotion of its recommendation.
 - f. The provost reviews recommendations for faculty promotion submitted by the Committee on Promotions and makes recommendations for faculty promotion to the president.
 - g. The president in consultation with the provost makes final decisions regarding faculty who will be promoted and faculty who will not be promoted and the president notifies faculty of these decisions in writing.
 - h. The provost and the president of the university may promote faculty who have not been recommended for promotion by their departmental promotions committees, department chairs, deans or the Committee on Promotions.
2. Deadlines for completion of each step in the procedures for the promotion of faculty are presented below in **Figure 1**.

Figure 1. Procedures for Faculty Promotion

STEP	DEADLINE
a. Establishment of promotion eligibility list by Office of Academic Affairs.	September 15
b. Submission of promotion file by faculty to departmental promotions committees.	February 15
c. Report of promotions recommendations to department chairs by departmental promotions committees.	March 1
d. Report of promotions recommendations to school deans by department chairs.	March 15
e. Report of promotions recommendations to Committee on Promotions by school deans or by unendorsed applicant faculty.	March 30
f. Recommendations for promotion to provost by Committee on Promotions and notification in writing to applicant faculty.	April 22
g. Recommendations for promotion to president by provost.	May 1
h. Notification of promotion to faculty in writing by the president.	May 15

3. Following are the Committee on Promotions guidelines for using criteria to evaluate faculty promotion applications.

Revised 9/03

- a. The balance between the areas of teaching/advising, scholarship and creative activities, and service is subject to professional peer evaluation within the following guidelines:
 - 1) Teaching is the primary criterion for consideration. Assistant professors are expected to be effective teachers; associate and full professors are expected to be excellent teachers.
 - 2) Achievement in scholarship and creative activities and in service are also expected of all candidates for promotion. The balance between these criteria may differ for individuals, but evidence of both is expected of all candidates for promotion.

4. Individuals seeking promotion to the assistant or associate professor rank should not be required to provide evidence of superior performance in all three areas mentioned above. However, those seeking promotion to the rank of professor should be superior in all categories. Additionally, it should be understood that for promotion to any rank an individual need not provide evidence of superior performance in all categories for each year.

5. Superior performance is defined as performance which is at least equal to the performance of those individuals who have been, within the past few years, recommended by the Committee on Promotions for promotion to the rank being sought.

6. As faculty members rise in professional rank, they will achieve wider recognition, and the quality of professional activities expected will increase. For example, it is expected that an assistant professor will have better professional credentials than an instructor, an associate professor better credentials than an assistant professor, and a professor better credentials than an associate professor.
 - a. **Teaching:** Of primary importance to any faculty member recommended for promotion is the demonstration of and the reputation for exceptional teaching. It is the responsibility of the candidate for promotion to demonstrate and produce support of this teaching expertise. That support may take the form of self-evaluation, peer evaluation, student evaluation, and any other recognized evaluative measures which the candidate or the department selects, such as syllabi of new course, samples of student work, and descriptions of innovative and creative classroom activities. Other factors will be considered, but promotion will not be granted without evidence of successful teaching.

Good teaching is the primary goal for faculty at Salisbury University. Good teaching implies the need for constant striving to improve and continual efforts to teach more effectively than previously. Good teaching includes fresh approaches to a course, innovations, creativity, designing productive experiments and field experiences, and eliciting creative work from students. Growth in teaching is demonstrated by specific activities such as creating new courses, revising curriculum and earning teaching awards because of improved teaching.
 - b. **Professional Activity:** The university expects faculty to be dedicated to scholarly pursuits and to be professionally active as evidenced by scholarly

contributions in their professional area(s) of specialization and by participation in the activities of academic and external communities. "Area of specialization" is defined as an area of knowledge or skill related to one's teaching or research in which an individual develops a recognized level of expertise.

Absolute distinction between scholarship and service is not always possible. Faculty members applying for promotion should indicate the category in which they wish their activities to be classified as either "scholarship and creative activities," or as "service."

- 1) Scholarship and Creative Activities: Devotion in learning to continually developing knowledge, accuracy, critical ability and to giving or being responsible for furnishing knowledge or ideas; creating and presenting one's art form or developing and presenting one's research.

The six categories listed below include examples of activities used for judging a candidate's scholarship and creative efforts. The activities in each category are ordered on the basis of movement from a local audience to a national audience or from the inception to the completion of a project. Faculty seeking promotion to the rank of assistant professor should be engaged in some lower level activities. Faculty seeking promotion to the rank of associate professor should be engaged in some of the higher-level activities. Faculty seeking promotion to the rank of full professor should be engaged in most of the higher-level activities.

Examples of Scholarship and Creative Activities

- **Participation in academic work related to one's area of specialization or the development of a new area of specialization.**
 - a) Taking courses, attending workshops, clinics, seminars, etc.
 - b) Completing the academic (terminal) degree
 - c) Obtaining and maintaining professional licensure, certification, etc.
- **Participation in research and/or creative activities.**
 - a) Carrying out research and/or creative projects
 - b) Publishing research in a book and/or article
- **Participation in grant activities.**
 - a) Developing grant proposals
 - b) Receiving grant awards

- **Participation at professional societies and/or professional performance in the arts.**

- a) Presenting at local workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
- b) Presenting at state/regional workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
- c) Presenting at national and/or international workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.

- **Participation in publishing, consulting, and/or editing activities; judging creative activities.**

- a) Consulting with professionals in one's area of specialization
- b) Editing or serving on an editorial board, refereeing journal articles
- c) Securing a book contract or article acceptance from a publisher
- d) Publishing a book and/or article

- **Recognition for scholarly and/or creative activities.**

- a) Receiving recognition, scholarship(s), or award(s) from the department, school or university
- b) Receiving recognition, scholarship(s), or award(s) from another organization or professional society

- 2) Service: Participation, performance, and/or leadership undertaken which advances the mission of the institution, either on the campus or in external community activities.

The five categories listed below are the criteria for judging a candidate's service. There is no order to the categories and no order within the categories.

Examples of Service Activities

- **Performing voluntary administrative duties.**

- a) Participating in university wide activities such as orientation, recruitment, etc.
- b) Participating in special university programs
- c) Providing school/department leadership

- **Assuming committee responsibilities.**

- a) Being actively involved or providing leadership on school or department committees
- b) Being actively involved on committees of the University Forum and other university wide committees

- c) Performing leadership on committees of the University Forum
- d) Being actively involved or providing leadership on system-wide committees

- **Supporting student programs/activities.**

- a) Directing department programs/activities
- b) Acting as advisor for interdisciplinary programs
- c) Working with student organizations
- d) Serving as leader/advisor in student organizations

- **Service participation in professional societies.**

- a) Participating in leading local workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
- b) Participating in leading state/regional workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
- c) Participating in leading national and/or international workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.

- **Performing Participation in external community activities.**

- a) Voluntarily contributing time and resources outside one's area of specialization
- b) Voluntarily contributing time and resources within one's area of specialization

7. Although no equations are offered to measure relative importance of the criteria for evaluation, it is clear that excellence in teaching, the primary consideration for promotion, derives from a dedication to scholarship and a concern for the integrity of the profession and the institution. Therefore, attention will be given to all three areas: effective teaching, scholarship and service. The various departments and schools should provide guidance concerning the activities that are appropriate for faculty. The more ways candidates excel in all three areas during the period in rank, the better their chances for promotion.

8. Guideline for faculty's documentation of teaching, scholarship and service and for preparing materials which faculty wish to use in support of their applications for promotion are detailed in **Appendix C**.

E. Procedures and Policies for Granting of Tenure to Faculty (For school deans, see policy on tenure of school deans.)

1. According to the American Association of State Colleges and Universities in its 1971 pamphlet entitled Academic Freedom and Responsibilities, and Academic Tenure. "..... tenure is a means of making the teaching profession attractive to persons of ability, and constitutes an important protection for academic freedom. It, thus, contributes to the success of an institution in fulfilling its obligations to its students and to society."

To ensure the integrity of the University's tenure process, it is essential that:

- a. the criteria actually applied in the tenure decision be approved by the department in which the candidate is employed, be known to evaluators at all stages of the tenure decision process, and be communicated to candidates at the beginning of their employment.
 - b. all information regarding the candidate's success in meeting those criteria be considered by those involved in making tenure recommendations and all information considered be disclosed to the candidate in a timely manner.
 - c. the criteria, and corresponding performance expectations, be applied consistently to all candidates and that the criteria be applied consistently to the same candidate over time.
 - d. the University's procedures for conducting tenure review be adhered to by all participants, at all stages of the review.
 - e. periodic evaluations of each candidate's progress toward meeting the criteria for tenure be reported to the candidate clearly and candidly as well as constructive guidance on the candidate's future efforts.
2. Tenure recommendations are primarily the responsibility of the tenured faculty in the candidates department, subject to administrative approval. Since there is considerable diversity among academic departments, each department shall establish its own tenure review committee. Departmental committees will establish written standards/guidelines for faculty member performance necessary for the granting of tenure. Performance areas will include teaching, scholarship, and service. The written standards/ guidelines for each department shall be subject to the approval of the tenured faculty of the department, the department chair, the dean of the school, the provost, and the Committee on Academic Freedom and Tenure.
3. Responsibilities and Structure of Department Tenure Review Committees
- a. Each academic Department shall establish a Tenure Review Committee. This Committee will have the following responsibilities:
 - 1) Establish written standards/guidelines for faculty member performance necessary for the granting of tenure as described in Paragraph E2 above.
 - 2) Conduct annual progress reviews of all faculty in tenure line positions and meet with these faculty to discuss their progress toward tenure. These reviews will produce written reports advising each candidate of his/her progress in achieving the performance expected of a tenured faculty member, offering constructive suggestions where appropriate. Copies of these reports will be made available to the candidate and the Department Chair and the Dean. A copy will be preserved by the Tenure Review Committee.

Revised 9/03

3) In the final probationary year of each tenure-line faculty member, this Committee will conduct a review of the candidate's record and make a written recommendation to the Department Chair as to whether the candidate should be awarded tenure. (See Figure 2 below.) (In conducting this review, however, considerable weight must be assigned to those Progress Reports that guided the candidate's subsequent actions and expectations.)

b. The following guidelines apply to the structure of Departmental Tenure Review Committees.

Committees shall consist of (at least) three faculty members, and each of these must themselves be tenured in the University. In the event that a Department does not have three tenured members, the Committee will include tenured faculty members from other departments in academic disciplines similar in nature to the discipline of the candidates. For departments with more than three tenured members, the manner of the selection of faculty for the Tenure Review Committee will be determined by the tenured faculty members of that Department subject to the following principles:

- 1) No tenured faculty member of a Department may be denied membership on the Tenure Review Committee or a vote on the final tenure recommendation for a candidate. Faculty members on sabbatical leave may vote in the tenure process, faculty members on leave of absence may not vote in the tenure process
- 2) No individual may participate in the tenure recommendation process at more than one level. Therefore, if the Chairperson of a small department with less than three tenured faculty members available to sit on the departmental committee elects to sit on the Tenure Review Committee, the Chairperson is bound by whatever majority or minority reports are issued by the Committee, and shall not also forward his/her own, separate recommendation.
- 3) Faculty members may not serve on Tenure Review Committees when the candidate is a member of their immediate family.
- 4) When faculty from outside the candidate's Department are included on the Tenure Review Committee (less than three tenured faculty members available to serve in the department) , the candidate shall be presented with a list of potential extra-Departmental committee members by the tenured faculty of the Department. The candidate will have the right to reject no more than two names from that list.
- 5) In the event that there are no tenured faculty members in an Academic Department, the Academic Freedom and Tenure Committee will, in consultation with the Department Chairperson, prepare a list of tenured faculty from related disciplines from which the candidate may strike two names.

Revised 9/03

4. Annual tenure review procedures.
 - a. The annual tenure review process begins with submission by candidate to the Departmental tenure Review Committee of information regarding his/her performance during the previous two semesters with respect to the tenure criteria.
 - b. All members of the Departmental Tenure Review Committee will thoroughly examine the information provided by the candidate along with previous years evaluations.
 - c. When the Committee has concluded its examination of the candidate's performance, it will prepare a report to the candidate. That report will express the Committee's candid assessment of the candidate's success in satisfying tenure requirements and offer recommendations, where appropriate, of how the candidate might better satisfy those requirements. Whereas tenure recommendations are primarily the responsibility of the tenured faculty, the recommendation of the Departmental Tenure Review Committee shall carry greater weight than any other recommendation in the review process.
 - d. A copy of this report will also be forwarded to the department chairperson and the dean. A copy will be retained by the Departmental Tenure Review Committee
 - e. The department chairperson is to prepare a realistic and candid written evaluation annually for each tenure-track faculty member concerning his or her progress toward tenure. A copy of the chairperson's evaluation will be forwarded to the candidate and the dean. A copy will also be forwarded to the Departmental Tenure Review Committee for its consideration the following year. The department chairperson will also meet annually with each tenure-track faculty member to discuss this evaluation along with that of the departmental committee. This is not a merit evaluation, its purpose is to provide the candidate with a realistic appraisal of work to date and prospects for the future.
 - f. The dean will review the annual recommendations made by the departmental tenure review committee and the chairperson. The dean will also meet with the candidate and the department chairperson approximately midway through the tenure period and develop a written report of the candidates progress toward tenure. A copy of the dean's evaluation will be forwarded to the candidate, the department chairperson, and the chairperson of the Departmental Tenure Review Committee.
 - g. The department chairperson will maintain a tenure review file for each tenure-track faculty member in his or her department. This file should include a copy of the annual written evaluations made by the departmental review committee, the chairperson and the dean.

Revised 9/03

5. General policies and procedures for the final tenure review.
- a. It is important that the five essential points to insure the integrity of the tenure process noted in E. 1. above be observed.
 - b. In the fall semester of each academic year, the Office of Academic Affairs establishes a list of all faculty who are eligible for review of their service for the granting of tenure in the subsequent academic year. The associate provost of academic affairs notifies deans of the names of faculty in each academic department who should be reviewed for tenure so that reviews may be carried out in accordance with System policy for such reviews.
 - c. Upon receipt of names of faculty eligible for tenure, deans will notify the candidates and their respective chairpersons. Deans will also forward to the candidate a copy of his or her contract and statement of certification of years of service for inclusion in their tenure application file.
 - d. The applicant is responsible for assembling the tenure application file and forwarding it to the chairperson of the departmental tenure review committee. At a minimum, the candidate's tenure review file should include the following:
 1. The tenure application described in **appendix D**.
 2. The applicants contract.
 3. Statement of certification of years of service (provost office).
 4. Evidence of teaching, professional development and service. This information should be organized in accordance with the promotions committee's requirements as described in **Appendix C**.
 5. Evaluations made by the departmental tenure review committee, the chairperson, and the dean for all previous years.
 - e. Review procedures for the departmental review committee, the chairperson and the dean are the same as described in the annual review procedures with the following additions:
 1. Significant positive events that occur or emerge after the tenure application has been submitted are to be considered. It is the responsibility of the applicant to forward evidence of the positive event to his or her department chairperson. The department chairperson will see that the tenure application is updated. Previous evaluators will also be expected to consider these events.
 2. Significant negative events that occur or emerge after the tenure process has begun are to be considered. The applicant will be notified of the allegation and given an opportunity to respond. Some allegations may be considered exclusively by the tenure committee. Other allegations may require channeling into other university dispute mechanisms and the suspension of the tenure process until their conclusion.

Revised 9/03

3. Letters, e-mails, or other written documents created by faculty members or others that are not part of the formal process that come to the attention of evaluators (committee minority opinions, private letters, etc) may be considered as part of the evaluation materials as long as they are forwarded to the chairperson of the departmental tenure review committee before that committee has completed its deliberations. Once the departmental tenure review committee has completed its deliberations, communications of this type are no longer allowed at any level unless approved by the Provost. In ALL cases, whether the communications are allowed or not, the evaluator receiving such communications and any other participant aware of such communication will make sure that the candidate and the chairperson of the departmental tenure review committee receives a copy. In addition, private meetings or extensive verbal communications that are not part of the formal process but intended to influence the process should not be entertained by evaluators. Knowledge of such material, however, must be immediately disclosed to the candidate.

- f. The provost will review the applicant's file, make a recommendation, include the recommendation in the applicant's file, and forward the recommendation to the president of the university.

- g. The president, in consultation with the provost makes final decisions as to whether or not to award tenure to applicant faculty and notifies faculty in writing of that decision.

6. Deadlines for completing each step in the procedures for granting of tenure to faculty are presented in **Figure 2**. This timeline is carried out in the fall semester of each academic year so that faculty seeking promotion in the spring of the academic year will have been reviewed for tenure when they seek promotion.

Figure 2. Procedures for Faculty Tenure

STEP	DEADLINE
a. Notification by Academic Affairs Office to deans of tenure-track faculty eligible for review.	September 1
b. Eligible faculty notified by dean.	September 5
c. Applicant notifies department chair, in writing, of intent to apply for tenure. Department chair notifies chairperson of departmental tenure review committee of intentions of candidates (timely).	September 15
d. Candidates application file for tenure to the chairperson of the departmental review committee.	October 1
e. Recommendations by departmental review committees along with application file forwarded to department chair.	November 1
f. Recommendations by department chair along with application file forwarded to school dean.	November 15
g. Recommendations by school dean along with application file forwarded to the provost.	December 1
h. Recommendations to president by provost.	December 15
i. Notification of tenure decision, in writing, by the president to the candidate.	January 15

Revised 9/03

F. Procedures for Faculty Appeals in Matters of Promotion and Tenure

1. The president of the university has the final authority to decide on appeals from faculty for tenure decision.
2. Appeals by faculty of tenure decisions may be made only on the basis of an allegation of error in procedures or in due process of policy and/or procedure. Mere disagreement with the substance of recommendations of departmental committees, department chairs, deans of schools, and the provost or with the decisions of the president is not cause for appeal.
3. Appeals by faculty which are related to allegations of unlawful discrimination based arbitrarily upon race, color, national origin, sex, age, marital status or handicap will be heard by the Academic Freedom and Tenure Committee and also be handled through Grievance Procedures for Faculty which deal with those situations.
4. When a faculty member wishes to appeal a tenure decision, the faculty member will notify the provost who will in turn notify the president. The president will then refer the case for review and recommendation to the Committee on Academic Freedom and Tenure which will serve as an appeals hearing board.
5. The Academic Freedom and Tenure Committee may gather information; hold hearings; meet with faculty, department chairs, deans, other committees, administrators, and other parties; offer counsel; mediate; and perform the investigations it believes necessary to make a recommendation to the president concerning the appeal. The president, who has final authority for tenure decisions, will notify the Academic Freedom and Tenure committee of his or her final decision. The Academic Freedom and Tenure Committee may, after a preliminary investigation, decide not to pursue a grievance or to forward the grievance to another committee. In general, candidates should not be either harmed or benefited by failures in the process.
6. The Academic Freedom and Tenure Committee will maintain its deliberations in strict confidence and will gather necessary information and forward recommendations with the utmost discretion.

Revisions Approved Fall 2000 Updates per USM
Revisions Approved April 8, 2003 by Faculty Senate

(BOR II - 1.00)

G. Appointment, Rank, Promotion and Permanent Status of Librarians

1. Introduction

The mission of the Library entails close relations between library faculty and the academic programs of the University. Librarians at Salisbury University hold non-tenure faculty status and are allied with the academic teaching faculty in accomplishing instruction and research objectives. In order to better realize these evolving objectives, library faculty are expected to continue study in their field and to advance themselves professionally. This perception of librarianship at SU is intended to promote continued professional accomplishment, to encourage and reward higher standards of performance and, ultimately, to benefit the University.

Revised 2/20/02, 9/03

Library faculty, both full and part-time staff, are employed at libraries within the University System of Maryland (USM) within the context of two systems:

- a. a system of functional position categories and
- b. a system of faculty ranks.

Each library faculty member holds a *position* based on job responsibilities (both technical and administrative). Initial assignment to a specific position and any subsequent reassignments are made administratively by the Dean of Libraries and Instructional Resources in accordance with applicable USM and SU policies and procedures governing library faculty employment.

In addition to a position assignment, each library faculty member, with the exception of the Dean, holds a title-denoting faculty *rank* which is independent of the *position* and which reflects the level of professional achievement of the individual. Initial assignment and any subsequent promotion in rank is administrated through the system described below. Individual's salaries reflect the interaction of these two systems. In brief, an individual's salary at any point in time is governed by two factors:

- a. the character of the position held and responsibilities assumed
- b. the individual's professional performance.

The maintenance of standards and the recognition of achievement are the responsibility and privilege of the profession as a whole and are shared by each of its members. To provide SU library faculty the opportunity to discharge this responsibility, peer evaluation is one element of the promotion procedure. Although final authority within the Library for appointment, promotion and retention decisions rests with the Dean of Libraries and Instructional Resources, a committee of peers helps to keep the evaluation process consistent, systematic, broad-based and fair.

This document applies to all permanent (non-temporary, non-contractual) library faculty holding full or part-time appointments at the Library, Salisbury University.

2. Library Faculty Ranks

See Policy on Appointment, Rank and Tenure of Faculty.

3. Procedures for Assignment of Rank upon Initial Appointment

At the time of a librarian's initial appointment to a position in the SU Library, the Dean of Libraries and Instructional Resources shall assign to that person an initial faculty rank which is, in the Dean's judgment, commensurate with the individual librarian's prior professional accomplishments and attainments. In addition to considering the librarian's accomplishments in light of criteria outlined above in item 2, "Evaluation Criteria for Rank and Promotion", the Dean shall also take into consideration any faculty/professional rank attained by the librarian in previous employment at other institutions. When formally offering appointment, the Library Dean shall communicate the assigned faculty rank to the librarian and shall provide the librarian with a copy of the document.

4. Evaluation Criteria for Rank and Promotion

The general criteria for initial assignment, any subsequent promotion in rank, and permanent status measure the librarian's contributions to the University and

This blank page was inserted to continue the order of the current pagination in this handbook.

librarianship. These include: quality of performance in the area of the candidate's responsibility, as well as the quality of service on library committees and task forces, library instructional activities, professional activity outside the library, research and academic achievement and participation in University affairs. The criteria are not of equal significance and the degree of importance given to any one of them may vary from one candidate to another.

Advancement in rank is not automatic upon accumulation of years of experience, but is based on an assessment of the performance and attainments achieved by the librarian.

It is the intent of the faculty rank system to foster the professional development of the individual through external activity and study in conjunction with, but not at the expense of, fulfillment of responsibilities to the SU library.

Consistently high quality job performance must be demonstrated for any promotion. In promotion from ranks I to II and II to III, job performance is typically the single most important factor. In promotion from ranks III to IV other factors in addition to job performance are ordinarily given increased weight. The specific criteria listed on the following page indicate the basic factors considered in making recommendations for promotions in rank. They apply to all levels of ranks, although expectations of growth and accomplishment increase at each level.

5. Job Performance

The candidate is expected to demonstrate competence in his or her assigned areas of responsibility. The supervisory evaluation is the key element in the determination of the quality of performance. Among the factors to be considered are:

- consistency of performance
- ability to innovate
- initiative
- ability to work effectively with others
- responsibility
- ability to organize work and complete tasks promptly
- response to criticism
- dependability
- accuracy
- oral and written skills
- judgment
- professional attitude
- adaptability
- leadership

6. Library Committees, Special Assignments and University Service

The quality and extent of contributions made to the solution of library problems through service on internal committees, task forces and the instructional program will merit consideration for promotion even though such service may be unrelated to the individual's primary area of responsibility.

- Among the factors to be considered are:
- fulfillment of basic obligations of attendance and participation
- working relations with other members
- timely completion and quality of committee assignments
- standing for election to Forum committees
- serving on University task forces
- participating in the work of University and community organizations and activities

7. Professional Activities, Continuing Education, Research and Publications

Meaningful participation in professional activities on local, state and national levels will be considered in promotion.

Examples of such participation include:

- offices held
- committee assignments
- papers presented
- awards received
- leadership of seminars and workshops

The candidate is expected to demonstrate continued study in relevant fields. Involvement in continuing education activities such as formal courses, seminars and workshops, as well as advanced degrees obtained or in progress will be considered in promotion. Professional contributions such as articles, book reviews, bibliographies and in-house handbooks & brochures will also be considered. When making a decision about permanent status, criteria in addition to those listed above shall also be used. The needs of Salisbury University at that time, whether the expertise offered by the candidate rounds out the Library, or duplicates expertise offered by other permanent staff, the impact of a permanent status offer on the budget of the Library and the University, and other matters may be considered.

8. Guidelines for Application of Evaluation Criteria for Promotion of Librarians

a. Librarian II level indicators: Candidates must meet all of the following

1) Job Performance

Meets or exceeds standards in all categories of evaluation in two most recent evaluations or proof that any “Below Standards” ratings were fully addressed and corrected before the submission of the candidate’s dossier.

Contributes substantively (with specific instances documented by supervisor and references) to the maintenance of quality or improvement of quality in Library services and resources.

Successful documented completion of one or more significant and relevant (approved in advance by supervisor or the Library administration) projects for the library.

Demonstrated broad knowledge of librarianship and in-depth knowledge of specialties within areas of responsibility (established by supervisor and references) as appropriate to SU's mission.

2) **Professional Activities, Continuing Education, Research, Publications**

Evidence of active membership in at least one relevant professional organization.

Documented attendance at some off-campus professional meetings.

Evidence of continuing study and ongoing enhancement of candidate's knowledge level in areas of responsibility.

Publications, creative projects, or significant reports which were well written without the intervention of others; examples of such written work must be included in the dossier.

3) **University Service**

Evidence of participation in campus committees and projects.

b. Librarian III level Indicators

In addition to the indicators for Librarian II, above, demonstrate evidence of leadership and initiative in areas of responsibility beyond that of a Librarian II.

- 1) Successful documented completion of a major relevant project (approved in advance by the supervisor and the library administration) or improvement within the Library.
- 2) Evidence of leadership and initiative in projects and assignments, which extend beyond areas of responsibility.
- 3) At least two publications (or works accepted for publication), *or* presentations in areas of library expertise, *or* creative projects.
- 4) Successful service on a committee, activity, task force or project outside of Blackwell Library.
- 5) Leadership *or* very high quality participation in professional activities.

c. Librarian IV Indicators

In addition to meeting the criteria noted above, the candidate should have made contributions to the Library, the campus or the profession that clearly set the candidate apart. This would include at least three of the following:

- 1) Providing USM, Statewide, or national leadership through holding office in professional associations or otherwise contributing to significant progress in the field.

- 2) Winning a grant and successfully completing the grant project.
- 3) Producing a major improvement for the SU Library or chairing a group, which realized such improvement.
- 4) Achieving unusual formal recognition, honors or awards for outstanding service or leadership over an extended time period or for an exceptional achievement.
- 5) Leadership or teaching within the Library in which other staff members have benefited over a period of time, or high level training of other staff.
- 6) A publication record.

9. Dossier Contents and Responsibilities

- a. Items to be supplied by the candidate at initial application for promotional review:
 - 1) **Resume**
 - 2) **Summary of Professional Activities during the Review Period** - one page prepared by the candidate and signed by the supervisor(s).
 - 3) **Transcript(s)** - Original Transcript(s) documenting any formal continuing studies during the review period.
 - 4) **Publications** - copies of up to 3 professionally-relevant publications.
 - 5) **Other** - The candidate may submit any other materials concerning his/her professional capabilities and accomplishments which support the application for promotion.
- b. Items to be supplied by others during the course of promotional review:
 - 1) **Current position description** - updated as necessary by the supervisor and candidate. Added to the dossier by the Dean of Libraries and Instructional Resources.
 - 2) **Performance Appraisals** - the two most recent annual performance appraisals completed by the librarian's supervisor(s) using standard SU forms. Added to the dossier by the Dean of Libraries and Instructional Resources.
 - 3) **Letters of Reference** - correspondence to and from any references and any letters of reference.

- 4) **Other** - Additional information from inside and outside the library in order to complete documentation needed to make a recommendation.
 - a) letter from LFPRC to candidate requesting information
 - b) candidate response
 - c) other documents deemed appropriate by the candidate
- 5) **Recommendations and Actions** - (1) letter conveying decision of LFPRC supplied by LFPRC Chair; (2) decision of Dean of Libraries and Instructional Resources; (3) decision of Provost or designee.

10. The Library Faculty Promotion Review Committee

The Library Faculty Promotion Review Committee (LFPRC) assesses and reports on the accomplishments of each candidate within the criteria defined in this policy and provides to the Dean of Libraries and Instructional Resources an objective and thorough evaluation of the candidate's qualifications for promotion.

- a. The LFPRC is a standing committee, which consists of three librarians above the rank of Librarian I. The Dean of Libraries and Instructional Resources is ineligible for service on the Promotion Review Committee.
- b. Two members and one alternate are to be elected by the library faculty staff of the SU Library holding regular line item (non-temporary, non-contractual) appointments. One member and an alternate for that member is appointed by the Library Dean.
- c. The term of service for committee members is two years. Members serve staggered terms to preserve continuity from one year to the next. An alternate serves a one-year term. Following the completion of a full term on the LFPRC, a member is ineligible for election to the LFPRC for a period of one year.
- d. No committee member may be present at or participate in discussion or vote on his or her own application for promotion, nor may any member be present at or participate in discussion or vote on the application of his or her direct supervisor. Nor may any member be present at or participate in discussion or vote on the application of any individual with whom there may be a clearly defined conflict of interest. The Dean of Libraries and Instructional Resources will be responsible for identifying such situations and informing the LFPRC of them in writing prior to the first meeting of the Committee. Should the LFPRC have questions concerning other potential conflicts of interest, the Dean of Libraries and Instructional Resources will be responsible for deciding whether a member of the Committee should be excluded from participating in discussion or voting on a candidate's application for promotion.
- e. At its first meeting within a review cycle, the LFPRC members shall elect one of the committee members to serve as chair of the committee. Depending on which librarians apply for promotional review during a particular annual review cycle, it is possible that no

single committee member would be eligible to serve as chair for review of all the librarian candidates. In such circumstances, the committee should elect an additional chair to supervise and conduct those reviews for which the first chair is ineligible to serve as a voting member. Alternates shall attend the meetings of the committee but shall vote only when needed to constitute a quorum. The term of the chair is one year. The chair may serve successive terms as chair.

- f. A quorum shall consist of three members of the Committee.
- g. Members of the LFPRC must regard their work to be of the utmost confidentiality. Any discussion of matters that come before the Committee to anyone not on the Committee or discussion of these matters in public areas or in unofficial meetings is inappropriate. Any and all such behavior shall be regarded as a serious breach of confidentiality and shall be subject to disciplinary action.

11. Procedures and Calendar for Promotional and Permanent Status Review

The following procedures and sequence of operations are to be followed by all candidates and by all committees. The procedures have been established to promote consistency of application from one year to the next and to guarantee full and fair hearings for all candidates.

NOTE: The review and promotion procedures coincide with the SU fiscal calendar rather than with the anniversary date of the candidate's appointment. If a candidate's initial appointment date falls between January 1 and June 30, the years in rank shall be calculated as if the appointment became effective on the July 1 following the actual appointment. If a candidate's initial appointment date falls between July 1 and December 31, the years in rank shall be calculated as if the appointment became effective on the July 1 preceding the actual appointment. It is understood that when events are to take place on certain dates specified in this section, that they will occur on that date, if it is a work day, or on the most immediate following work date.

12. Promotion Review Sequence

- a. The Dean of Libraries and Instructional Resources shall notify all Library Faculty without permanent status who are in their required review year no later than July 15 that they must apply for permanent status. (see Section 13, "Promotional Review Timetable")
- b. Except as provided in #1 above, librarians are responsible for tracking their eligibility for promotional review, in consultation with the Library Dean, and for initiating the review process at the appropriate time, if they so elect.
- c. The candidate for promotion must submit a dossier to the Library Dean by August 15 (See #9: "Dossier Contents and Responsibilities"). The Dean shall confirm receipt of the dossier in writing to the candidate. The Library Dean shall add to the dossier copies of the two most recent SU supervisory evaluation forms completed. The Dean shall make the candidate's dossier available for use by the Chair of the LFPRC and for LFPRC committee members thereafter under secure and confidential conditions. All parties are responsible for maintaining security and confidentiality of these materials.

- d. The Chair of the LFPRC forwards a copy of the updated curriculum vitae from the dossier to the candidate's current supervisor(s) and requests a letter of reference assessing the candidate's job performance and any other areas that the current supervisor(s) may be able to evaluate. In those cases in which the current supervisor has been in the position for less than one year, the past supervisor will be contacted as well.
- e. In order to provide the LFPRC and responsible administrators with broad based documentation of achievements, candidates should supply the Committee with those materials sufficient to document their entire range of achievements, for both job performance and professional development. The LFPRC may solicit additional information to ensure that the LFPRC receives a full picture of the candidate's activities. Any letters of reference shall be kept in strictest confidence so as to protect the privacy of the candidate and to encourage references to be frank and accurate in their descriptions of candidates' strengths and weaknesses. Under no circumstances shall the candidate see the letters nor shall the contents of the letters be made public.
- f. The supervisor's letter of reference and any other letters of reference shall be submitted to the Chair of the LFPRC by September 15. This material becomes part of the candidate's dossier. It is considered confidential material for the use of the LFPRC. In the event letters of reference or the supervisor's evaluation are not received by September 15, the Dean of Libraries and Instructional Resources will be advised of the delay.
- g. The Committee shall complete its consideration and reach a decision by secret ballot and shall send written notification of its vote result and recommendation to both the candidate and the Dean of Libraries and Instructional Resources by October 15. This letter shall become part of the dossier. If the recommendation is negative, the candidate may either request that the dossier be forwarded to the Dean of Libraries and Instructional Resources or may withdraw at this point from further consideration. The candidate must notify the Dean of Libraries and Instructional Resources in writing of his/her intention to forward or withdraw his or her application for promotion by November 1.
- h. In the event that the candidate withdraws from further consideration at this point, the dossier shall be treated as described on **page 81** (Item k). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.
- i. The Dean of Libraries and Instructional Resources receives the dossiers and evaluates each. The Library Dean shall accept or reject the request for promotion in writing, and provide copies of that document to the candidate and the LFPRC by December 1. The candidate either may request that the dossier be forwarded to the Provost or his designee or may withdraw from further consideration.

The candidate must notify the Dean of Libraries and Instructional Resources in writing of his/her intention to forward or withdraw his application for promotion by December 15. In the event that the candidate

withdraws from further consideration at this point, the dossier and its supporting documentation shall be treated as described below (Item k). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered on its own merits at the time it is submitted.

- j. The Provost or designee receives the dossiers and the written recommendation or non-recommendation of the Dean of Libraries and Instructional Resources. The Provost or designee will notify the candidate and the Dean of Libraries and Instructional Resources in writing of his/her approval or disapproval by January 25. The Library Dean shall then notify the LFPRC of the final decision status in writing by February 5. The dossier shall be treated as described below (Item k). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.
- k. At whatever point the promotion process is terminated, the dossier and all related correspondence and notes shall be retained in its entirety by the Dean of Libraries and Instructional Resources. This supporting documentation shall be sealed and kept in a separate secure promotion file apart from the candidate's personnel file. Appropriate records retention procedures and schedules will be followed.

13. Promotional and Permanent Status Review Timetable

a. Promotion from Librarian I

Promotion review is mandatory for library faculty at this rank and is based on the actual anniversary date of appointment.

One who has completed his/her fifth consecutive year of full-time employment as a Librarian I must undergo mandatory promotional review in the next available review cycle. Those who have completed three consecutive years of full-time employment and are eligible for promotion to Librarian II are strongly urged to apply for that promotion at the earliest opportunity.

Promotion to Librarian II, if granted, is announced immediately and becomes effective as of July 1.

If promotion from Librarian I to Librarian II is denied during the employee's sixth consecutive year of full-time employment as a Librarian I, the individual's employment will be terminated in accordance with applicable provisions of USM personnel policies and regulations.

b. Promotion from ranks of Librarian II and Librarian III

Promotional review is neither mandatory nor automatic for library faculty at these ranks. To be considered for promotion the individual librarian must initiate the process described above through submission of a dossier to the Dean of Libraries and Instructional Resources by the required date.

1) Promotion from Librarian II to Librarian III

Review for promotion to Librarian III normally begins after at least 6 years of professional experience (3 of which must be at a level comparable to the rank of Librarian II at SU).

Promotion to Librarian III, if granted, is announced immediately and becomes effective as of July 1.

If a staff member is denied promotion to Librarian III, he or she shall not be reviewed in the next review cycle.

2) Promotion from Librarian III to Librarian IV

Review for promotion to Librarian IV normally begins after at least 9 years of professional experience (3 of which must be at a level comparable to the rank of Librarian III at SU).

Promotion to Librarian IV, if granted, is announced immediately and becomes effective as of July 1.

If a staff member is denied promotion to Librarian IV, he or she shall not be reviewed in the next review cycle.

c. Early Promotion

Consideration for early promotion may be initiated, normally by a supervisor, in recognition of superior performance or extraordinarily rapid professional development. The librarian may accept or decline opportunity for early promotional review without prejudice to any future review eligibility.

d. Permanent Status Review

Regardless of rank held, one who has completed his or her fifth consecutive year of full-time employment in a Library Faculty Staff line item position (non-temporary, non-contractual) must undergo mandatory review in the next available review cycle. Such review shall follow the form and timetable established in the above-stated procedures and shall yield a decision to confer or deny permanent status to the individual.

If permanent status is denied, the individual's appointment will be terminated in accordance with applicable provisions of USM personnel policies and regulations.

Initial implementation: With final approval and adoption of these “Implementation Procedures” at SU occurring in spring 1998, the first promotional review cycle available shall be that running from July 15, 1998 to February 5, 1999. Therefore, those librarians who have not already achieved permanent status within the USM on or before May 5, 1999, shall be considered for permanent status through previously existing policies and procedures governing the evaluation and retention of Library Faculty Staff.

e. Appeal of Promotion and Permanent Status Decisions

If a library faculty staff member wishes to appeal the decision regarding promotion in rank, or a decision regarding permanent status, the appeal should be submitted in accordance with those USM and SU policies and procedures governing employee grievances. Appeals may be made only on the basis of an allegation of (1) a serious error in procedures which had a negative impact on the outcome of the decision; or (2) arbitrary and capricious decision-making. Mere disagreement with the substance of recommendations is not cause for appeal.

f. General Appeals

Appeals of management decisions, policies, procedures or practices are handled according to Section VII - 8.00 - POLICY ON GRIEVANCES FOR ASSOCIATE STAFF AND CLASSIFIED PERSONNEL of the *USM Bylaws, Policies and Procedures of the Board of Regents*, as approved by the Board of Regents, February 28, 1992.

14. Professional Leave

The president of Salisbury University may grant professional leave to library faculty. The primary purpose of such leave is to provide an opportunity for employees to conduct scholarly or creative work that helps implement the mission of the university and enhances their standing in their profession. Guidelines follow those in *Salisbury University Policy on Sabbatical Leave for Faculty*. Where the term “department chair” appears, substitute “Dean of Libraries and Instructional Resources”. Requests, with recommendations, are forwarded to the Provost for approval and recommendation to the President.

15. Removal for Cause

The President of Salisbury University may terminate the appointment of faculty librarians with permanent-status for cause. Cause shall include moral turpitude, professional or scholarly misconduct, incompetency, and/or willful neglect of duty, provided that prior to the termination the following steps are taken:

- a. the charges are stated in writing and the appointee is furnished a copy thereof;

- b. the Provost is asked by the President to informally inquire as to the possibility of effecting an adjustment to the situation, which would prevent termination;
- c. where such mediation fails, the appointee is given an opportunity to request a hearing by an impartial hearing officer appointed by the President or the Provost.

In addition to being terminated for cause, faculty engaged exclusively or primarily in library services may be terminated because of the discontinuation of the department, program, school, or unit in which the appointment was made or because of the lack of appropriations or other funds with which to support the appointment.

Upon notice of termination, the appointee will have thirty calendar days to request a hearing. The hearing will be held no sooner than thirty days after receipt of such a request. The date of the hearing will be set by mutual agreement of the appointee and the hearing officer. The hearing officer will make a recommendation to the president for action to be taken. The recommendation will be based only on the evidence of record in the proceeding. If the president does not accept the recommendation of the hearing officer, the reasons will be communicated promptly in writing to the appointee and the hearing officer. The appointee may elect to be represented by counsel of his or her choice throughout termination proceedings.

H. Tenuring of School Deans

Salisbury University will provide tenure for school deans concurrent with their initial selection. Tenure will be granted in the academic department most closely identified with their teaching experience and educational background.

Procedures for Granting Tenure to School Deans

- X All vacancy announcements will indicate that successful candidates must meet tenure approval in an academic department.
- X When the search committee has selected those finalists they desire to interview, the search committee shall request each appropriate departmental tenure committee to review and tentatively approve such candidates before an invitation to interview will be made. Tenure committees will provide such notification within five (5) working days.
- X In the event a candidate's educational and teaching background does not clearly fit within one of the university's academic departments, the provost will notify the schools' department chairs who will review the applicant's background and forward the credentials to the most appropriate tenure committee.

- X During campus visitations, candidates will be interviewed by the same departmental tenure committee that provided the tentative clearance.

- X Only the names of those candidates interviewed and endorsed by both the deans search committee and the appropriate tenure committee may be submitted as finalists to the provost and president.

(Approved 11/7/97)