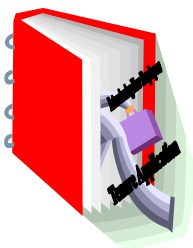


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Candidate Selection Protocol

1. Department chair forwards “Request to Fill A Faculty Position” form ([Appendix A-2](#)), which is sent to the provost for approval to launch faculty search at a specific rank and salary range.
2. Dean will ask department chair to form Search Committee.
3. Search is conducted with a genuine effort to develop a diverse applicant pool.
4. Job announcement parallels Faculty Position Advertising Ad Template ([Appendix A-3](#)) and is disseminated broadly, using various recruiting strategies.
5. Letters of acknowledgement, along with an Equal Employment Opportunity Statistical Information form ([Appendix A-5](#)), are sent to all bona fide applicants.
6. Criteria used in screening applicants are applied uniformly across all applicants in determining an “interview pool.”
7. The department chair and dean approve names and credentials of top candidates prior to the search committee extending invitations for interviews. All expense reimbursement for on-campus interviews conforms to the Department of Personnel regulations.
8. During the interview, a core of similar questions is asked of all candidates. Interviews are conducted according to Equal Employment Opportunity Commission guidelines.
9. The department chair reviews and approves committee recommendations, in accordance with department policy, for the final candidate(s) and passes these on to the dean and provost for review and approval. All formal appointment offers must come from the provost’s office.
10. The Office of Human Resources maintains and/or is given the following forms to be kept on file: applicant information forms; affirmative action recruitment report; copy of all published advertisements. The hiring department maintains copies of letters of acknowledgement and rejection; interview notes and criteria used in making a selection; applicant resume/credential files, and all other correspondence relative to the search for 5 years.

**FACULTY /LIBRARIAN POSITION ADVERTISING
AD TEMPLATE**

The purpose of the template is to provide a useful framework for writing an effective position advertisement when hiring new faculty. The objective of the template is to highlight a general format and structure that you can use to fit your particular needs. As a rule of thumb, the full ad should be no longer than 2/3 of an 8 ½” by 11” page.

Section 1.02

Title of Position

- Indicate the rank and discipline being sought. Indicate the terms of employment (i.e., tenure-track with benefits, contractual). Unless otherwise stated, faculty positions are entry-level (instructor or assistant profession rank). Indicate beginning date.

Section 1.03

Key Job Duties

- Indicate the key job duties the candidate will be required to perform. Focus on number and types of classes to be taught, advising responsibilities, research and service requirements, or any essential job function.
 - *Do not attempt to include every conceivable job duty. Do not include, or at least keep to minimum, descriptions of desirable but not essential tasks.*

Section 1.04

Minimum Qualifications

- Indicate the minimum level of education, training, experience, or other qualifications necessary to be considered for the job (e.g., Ph.D. in the discipline noting any emphasis in specialty areas).
 - *Describing qualifications as “necessary” or “highly desirable” is fine, however, try not to include, or keep to a minimum, descriptions of non-essential qualifications.*

Section 1.05

Salary

Salaries may be described as “competitive and commensurate with experience.” Alternatively, a stated salary range may be listed.

Section 1.06

Information about Salisbury University

*– choose brief or long form as needed
(data current as of 6/05)*

Section 1.07

Salisbury University is a selective undergraduate institution within the University System of Maryland. The University is close to ocean beaches and the Chesapeake Bay and 2-3 hours from the metropolitan areas of Washington, Baltimore, Philadelphia, and Norfolk.

OR

About the University: Founded in 1925, Salisbury University is one of 13 institutions that compose the University System of Maryland. SU is located on Maryland’s scenic Lower Eastern Shore, close to ocean beaches and the Chesapeake Bay, and 2-3 hours from the metropolitan areas of Washington, Baltimore, Philadelphia and Norfolk. SU has been cited nationally as one of the top ten public regional universities in the North according to *U.S. News and World Report*, and also has been recognized by the *Princeton Review* and *Kiplinger’s* magazine. With a student population of approximately 6,800, SU has a full-time teaching faculty of 311, an annual operating budget of approximately \$100 million, and annual contract and grants revenues of approximately \$5 million. (Note: This information should be checked with Public Relations before including in advertisement to ensure that the information is up-to-date.)

Section 1.08

Information for Applicants

- Include a statement about when and how to apply. Describe **what** should be sent (e.g., curriculum vitae and three references), **to whom** it should be sent (name and address of search chair and/or the Office of Human Resources), and **when** review of applications will begin and/or a deadline for applications.

Section 1.09

EEO/Diversity Statement

- All print advertisements should include at a minimum the statement: “SU is an EEO employer and is strongly committed to recruiting and retaining a diverse faculty, staff and student body” where the advertisement includes reference to the SU Human Resources website which contains the complete EEO statement.
- If possible include the full EEO/Diversity Statement in your advertisement: “Salisbury University has a strong institutional commitment to diversity and is an Equal Opportunity/Affirmative Action employer, providing equal employment and educational opportunities to all those qualified, without regard to race, color, religion, national origin, sex, age, marital status, disability, or sexual orientation.”

Rev. 8/2006

REFERENCE CHECKING GUIDELINES

Why Check References?

Reference checking provides selection committees with information about the applicant's past job performance and knowledge, skills, abilities, and other job-related characteristics. Good reference checking is a difficult task, but a worthwhile one. And it is important to note that you cannot treat letters of reference as substitutes for a reference check. Much of the value in reference checking comes in the form of the unexpected. Typically, references convey important information in what they don't say about a candidate (as opposed to what they do say), in how they say it (where emphasis is placed), and by pointing out what you know to be undesirable (e.g., telling you something they believe to be a strength that would instead be a weakness in your particular position). In the reference checking process, silence from a reference is usually a negative sign. People don't hesitate to speak highly of others thought to be good performers or highly capable individuals. Most references, therefore, would rather say little or nothing than provide statements, which do not support a candidate's abilities.

When to Check References?

It is most useful if reference checks are made prior to extending invitations for campus interviews and prior to making a job offer. It is generally advisable to seek permission from the candidate to check his/her listed references prior to a campus visit invitation. For record-keeping purposes, permission received in writing (i.e., via e-mail or fax) is preferable to verbal agreement. If it is not feasible to obtain written permission, note the date and time of the conversation where permission was obtained from the candidate in the selection documents. After a candidate has come on campus for an interview, the application becomes "public information," thus the selection committee can contact any listed or unlisted references who can speak about the candidate's past performance.

What to Ask?

As with other aspects of the selection process, the reference check cannot solicit illegal, irrelevant, or unnecessary information. Always identify yourself, your department, and the institution. State the purpose of the call, and identify the candidate and the position to which he or she has applied. It often helps to state that you have obtained permission from the candidate to speak with his/her references.

Questions asked of references should be targeted at soliciting information regarding how a candidate performed past jobs (or was prepared to perform the position being sought). The following are offered as examples of permissible and useful question one can ask during a reference check.

1. In what capacity and for how long have you known the applicant?
2. Given your knowledge of the candidate, what in particular makes him/her a good candidate for this position?
3. What, in your opinion, are the candidate's greatest professional strengths? Could you provide an example of a time when he/she displayed this strength?
4. What, in your opinion, is the candidate's weakest professional area? To your knowledge, is he/she making attempts to overcome this weakness?
5. Are there any other comments you would like to add about this candidate or his/her abilities?

It is also good to ask questions specific to the requirements of the particular position being filled. For example, there may be a need to ask questions about a candidate's managerial style, ability to collaborate with others, experience with working with diverse groups of people, knowledge of a discipline-specific content area, and so forth. As long as the questions are related to the candidate's potential to perform the job, they are legal and useful in the selection process.



Equal Employment Opportunity

Statistical Information

Dear Applicant:

Salisbury University has a strong institutional commitment to diversity and is an Equal Opportunity/Affirmative Action employer, providing equal employment and educational opportunities to all those qualified, without regard to race, color, religion, national origin, gender, age, marital status, disability, or sexual orientation. To assist us in the compliance with federal guidelines with respect to Equal Opportunity/Affirmative Action employment practices, all applicants are asked to voluntarily complete and return this form to Human Resources, HH-140, 1101 Camden Avenue, Salisbury, MD 21801, in the enclosed self-addressed business-reply envelope. **THIS INFORMATION WILL NOT BE USED IN THE DECISION-MAKING PROCESS BUT IS FOR STATISTICAL PURPOSES ONLY.**

Name: _____

Position Title and Department/Office for which you are applying: *(Please be specific)*

Male	Female	Ethnic Origin
How did you learn of this opening?		Please check one of the following:
Newspaper Advertisement (please specify name)		1. African American
Professional Journal (please specify name)		2. American Indian (or Alaskan native)
Professional Conference (please specify name)		3. Asian or Pacific Islander
Personal contact within department		4. Hispanic
Personal contact outside department		5. White
Posted Notice (please specify where)		6. Foreign
Internet		7. Other (please specify)
Other (please specify)		For a definition of the above, please see below.

RACIAL CLASSIFICATIONS

AFRICAN AMERICAN	Not of Hispanic origin, a person having origins in any of the black racial groups of Africa.
INDIAN	American Indian or Alaskan Native. A person having origins in any of the original peoples of North America and who maintain cultural identification through tribal affiliation or community recognition.
ASIAN OR PACIFIC ISLANDER	A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippines and Samoa.
HISPANIC	A person of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish Culture or origin, regardless of race.
WHITE	Not of Hispanic origin. A person having origins in any of the original peoples of Europe, North America or the Middle East (except those of Hispanic origin).
FOREIGN	Non-resident aliens in the United States under a student or temporary visa.
ALL OTHER/ RACE UNKNOWN	Persons whose race or origin is unknown as well as those from races not included above.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION GUIDELINES: LAWFUL AND UNLAWFUL PRE-EMPLOYMENT INQUIRIES

State fair employment practice laws expressly prohibit inquiries on applications for employment concerning the applicant's race, color, religion or national origin, and state Commissions have determined that such direct inquiries, as well as the elicitation of indirect indicia, such as former name, past residences, names of relatives, place of birth, citizenship, education, work and military experience, organizational activities, references and photographs may be unlawful.

Title VII of the Civil Rights Act of 1964 does not expressly prohibit pre-employment inquiries concerning a job applicant's race, color, religion, or national origin. The legislative history of the statute is silent as to the Congressional intent on the subject.

Although Title VII does not make pre-employment inquiries concerning race, color, religion or national origin per se violations of law, the Commission's responsibility to promote equal employment opportunity compels it to regard such inquiries with extreme disfavor. Except in those infrequent instances where religion or national origin is a bona fide occupational qualification (BFOQ) reasonably necessary for the performance of a particular job, an applicant's race, religion and the like are totally irrelevant to his or her ability or qualifications as a prospective employee, and no useful purpose is served by eliciting such information. The Commission is also mindful that such inquiries traditionally have been used to deprive individuals of employment opportunities and to discriminate in ways now prescribed by Title VII.

Accordingly, in the investigation of charges alleging the Commission of unlawful employment practices, the Commission will pay particular attention to the use by the party against whom charges have been made of pre-employment inquiries concerning race, religion, color or national origin, or other inquiries which tend directly or indirectly to disclose such information. The fact that such questions are asked may, unless otherwise explained, constitutes evidence of discrimination, and will weigh significantly in the Commission's decision as to whether or not Title VII has been violated.

Pre-employment inquiries, which are made in conformance with instructions from, or the requirements of, an agency or agencies of the local, State, or Federal Government in connection with the administration of a fair employment practices program, will not constitute evidence of discrimination under Title VII.

Questions to Avoid in Pre-Employment Application Forms

1. **Age? Date of Birth?** The Age Discrimination In Employment Act of 1967 (29 USC 621-34) prohibits discrimination on the basis of age against individuals who are between the ages of 40 and 64, inclusive (amended 1978 (40-70)). A majority of states also have laws prohibiting age discrimination. Thus, the answer to this question could be used unlawfully.
2. **ARRESTS?** Consideration of arrest records is almost certainly unlawful. An arrest is no indication whatsoever of guilt, and historically minorities have suffered proportionately more arrests than others (See *Carter v. Gallagher*, 451 F. 2nd 315 [8th Cir. 1971] and *Gregory v. Litton Systems, Inc.*, 316 F. Supp. 401 [C.D. Cal. 1970]). The U.S. Department of Labor has also recognized the potential for discrimination in the consideration of arrest records. See 60-2.24(d) (3) of Revised Order No. 4(41 CFR 60.2), establishing standards and guidelines for the affirmative action programs required of government contractors.
3. **AVAILABLE FOR SATURDAY AND SUNDAY WORK?** This question may serve to discourage applications from persons of certain religions, which prohibit their adherents from working on Saturdays or Sunday. On the other hand, it may be necessary to know whether an applicant can work on these days. Section 701 (j) of Title VII, as amended in 1972, prohibits discrimination on the basis of religion and defines religion to include "all aspects of religious observance and practices, as well as belief, unless an employer demonstrates that he is unable to reasonably accommodate to an employee's or prospective employee's religious observance or practice without undue hardship on the conduct of the employer's business." See also "EEOC Religious Discrimination Guidelines," 29 CFR 1605.1. If this kind of question is asked, it would be desirable to indicate that a reasonable effort will be made to accommodate to the religious needs of employees.

4. **CHILDREN UNDER 18? NUMBER OF CHILDREN? AGE OF CHILDREN? WHAT ARRANGEMENTS WILL YOU MAKE FOR CARE OF MINOR CHILDREN?** The purpose of these questions is to explore what the employer believes to be a common source of absenteeism and tardiness. But why explore this area in such an indirect way, and in a way that applies only to women for all practical purposes? There are a number of common causes of absenteeism and tardiness which affect both men and women and which would be worthy of exploration if this is a matter of substantial concern to the employer. The U.S. Supreme Court has ruled that in the absence of proof of business necessity, Title VII prohibits an employer from having one hiring policy for women and another for men - each having pre-school age children. See *Phillips v. Martin Marietta*, 400 U.S. 542 (1971). It is also important to note that any selection procedure, which has an adverse effect on persons with dependent children, will affect minorities and Catholics more than other, since they have, on the average, more children.
5. **CITIZEN OF WHAT COUNTRY?** The Commission has adopted Guidelines on Discrimination because of National Origin (29 CFR 1606) which contain the following statement: "Because discrimination on the basis of citizenship has the effect of discriminating on the basis of national origin, a lawfully immigrated alien who is domiciled or residing in this country may not be discriminated against on the basis of his citizenship," except pursuant to national security requirements required by a federal statute or executive order. At least one federal court has expressly agreed with this analysis (*Guzman v. Polich and Benedict Construction Co.*, --F. Supp. __ 2EPD 10,156 [C.D. Calif. 1970]) and one has disagreed (*Espinoza v. Farah Mfg. Co.*, 313 U.S. 811 [1973]). In addition, this question asks what country the applicant is a citizen of, thus permitting discrimination on the basis of particular national origin.
6. **CONVICTIONS (OTHER THAN TRAFFIC VIOLATIONS)?** To the extent that this question implies an absolute bar to the employment of an applicant who has a conviction record, it is probably unlawful. See *Charter v. Gallagher*, supra. This is because some minority groups in our society have conviction records substantially in excess of the average, taking into consideration their relative numbers and the extent of their "criminal" activity. On the other hand, an employer probably has the right to exclude persons who have been convicted of certain offenses from certain kinds of jobs, at least if this is done on a carefully considered basis. To avoid frightening off qualified applicants who have irrelevant criminal records, the best practice would be to obtain conviction information through local police departments rather than from applicants. If this is not possible, the application form might state the existence of a criminal record does not constitute an automatic bar to employment. In addition, each person who will evaluate information concerning criminal records should be given careful instructions as to its limited usefulness.
7. **CREDIT RECORD: (CHARGE ACCOUNTS? OWN YOUR OWN HOME? OWN YOUR OWN FURNITURE? OWN A CAR?)** Because minority persons are far poorer on the average than whites, consideration of these factors has an adverse effect on minorities and is probably unlawful unless required by considerations of business necessity. See CD 72-0427, CCH 6312. The U.S. Department of Labor has also recognized the potential for discrimination in the consideration of credit records. See Revised Order No. 4 (41 CFR 60-2.25 [d] [3]) establishing standards and guidelines for affirmative action programs required of government contractors.
8. **EYES? HAIR?** Eye color and hair color are not related to the performance of any job an may serve to indicate an employee's race or religion.
9. **FIDELITY BOND EVER REFUSED TO YOU?** This question presumably represents an indirect effort to find flaws, which may exist in an individual's past. The difficulty with this means, however, is that a fidelity bond may be denied for totally arbitrary and discriminatory reasons which the individual does not have an adequate opportunity to know of or challenge. Thus the method of ascertaining an individual's past history should be dropped in favor of some other method, which is not so likely to be infected with bias. The Maryland Commission on Human Relations has issued an order prohibiting an employer from asking about bond refusals because of the discriminatory impact this kind of question may have. See CCH 5047.
10. **FRIENDS OR RELATIVES WORKING WITH US?** This question may reflect for friends or relatives of present employees. Such a preference would be unlawful if it has the effect of reducing employment opportunities for women or minorities. It would have this unlawful effect if present work force differs significantly in its proportion of women or minorities from the population of the area from which workers are

recruited. This question may also reflect a rule that only one partner in a marriage can work for the employer. There is a growing recognition that such a rule hurts women far more often than men and that the rule serves no necessary business necessity.

11. **GARNISHMENT RECORD?** In *Johnson v. Pike Corporation of America*, 332 F. Supp. 490 (C.D. Calif. 1971), the court ruled that an employer violated Title VII by discharging a black employee because his wages had been garnished several times. This district court based its conclusion on the reasoning of the Supreme Court's testing ruling, *Griggs v. Duke Power Co.*, 401 U.S. 424 (1971), and on the district court's findings that minorities suffer wage garnishments substantially more often than whites, and that wage garnishments do not affect a worker's ability to perform his/her work effectively.
12. **HEIGHT? WEIGHT?** Some employers have imposed minimum height or weight requirements for employees, who are not related to the job to be performed, and which have the effect of excluding above-average percentages of women and members of certain nationality groups. Unless height or weight is directly related to a job requirement, these questions should not be asked.
13. **LOWEST SALARY WILL ACCEPT.** Women generally have been relegated to poorer paying jobs than men, and have been paid less than men for the same work. As a result of this discrimination, a woman might be willing to work for less pay than a man would find acceptable. It is unlawful, however, to pay a woman less than a man would be paid because of community wage patterns, which are based on discrimination. See *Hodgson v. City Stores, Inc.*, 332 F. Supp. 942 (M.D. Ala. 1971).
14. **MAIDEN NAME?** This is not relevant to a person's ability to perform a job and could be used for a discriminatory purpose. For example, a woman's maiden name might be used as an indication of her religion or national origin. This item also constitutes an inquiry into marital status, which is discussed below.
15. **MARITAL STATUS?** Some employers have refused to hire a married woman for certain jobs. Most airlines, for example, refused for many years to permit a married woman to be a flight attendant, though other employees could be married. This practice was held to violate Title VII of the civil Rights Act of 1964 in *Sprogis v. United Air Lines*, 444 F. 2d 1194 (7th Cir. 1971), and the EEOC Guidelines on Sex Discrimination (29 CFR 1604. (a)) expresses that same conclusion. It would also violate Title VII for an employer to refuse to hire a married woman or pay a married woman less than a married man for the same work because the woman's pay represents a second income while the man's does not. Finally an employer could not refuse to hire a married woman for any job or for a particular job because of the employer's beliefs concerning morality or family responsibility.
16. **MR., MISS or MRS.?** This is simply another way of asking the applicant's sex and (for women only) marital status (see No. 15). Even asking an applicant's first name normally serves no other pre-employment purpose than to indicate the applicant's sex.
17. **PRIOR MARRIED NAME?** This question asks, in effect, whether an individual has been divorced. By its nature, however, it asks this question only of women because only a woman changes her name on marriage. Thus, the question is discriminatory unless the employer must have the information for purposes of pre-employment investigation.
18. **SEX?** Title VII prohibits discrimination in employment on the basis of sex except in the few instances in which sex may be a "bona fide occupational qualification" reasonably necessary to the normal operation of the employer's business. There are virtually no jobs, which can be performed only by one sex or the other. For this reason it would be desirable to omit any questions asking the applicant's sex from an application form that is intended for general use.

19. **SPOUSE'S NAME?** To the extent that this question asks for marital status, the comments on marital status (No. 15) apply. A spouse's name may also be used as an indication of religion or national origin.
20. **SPOUSE'S WORK?** To the extent that this question asks for marital status, the comments on marital status (No. 15) apply. In addition, some employers have been reluctant to hire a woman if that would make her the second breadwinner in the family, whereas there is seldom any objection to hiring a man if that would make him the second breadwinner in the family. Such a policy is unlawful under Title VII and other nondiscrimination law.
21. **WIDOWED, DIVORCED, OR SEPARATED?** Recent statistics show that many more black than white persons are either widowed, divorced, or separated and that a much larger proportion of women than men in the labor force is either widowed, divorced, or separated. Thus this question has a potential for adversely affecting women and blacks.

CHECKLIST FOR FACULTY SEARCH EXPENSES

The listed process begins once the Search Committee has received approval from the Dean to invite candidates to campus.

- 1) The Candidate Interview Form must be filled out for each candidate to be interviewed. This form needs to be sent to the Dean's office as soon as plans for the visit are finalized. See attached a copy of the updated candidate interview form.
- 2) A copy of the candidate's vitae must be sent to the dean before the scheduled interview date. Candidates meet with the dean only; they do not have to meet with the provost or the president.
- 3) All expenses for the candidate will be reimbursed by the Dean's office. An expense account should be signed by the candidate during their visit to campus. The candidate should be asked to mail all of their receipts to the departmental office as soon as they are available. **Expense accounts should be completed in the department and forwarded to the Dean's office for signature and processing.**

The Dean's Office will pay for meals for search committee members as listed below. Any changes to the listed sequence must be approved by the dean. **Note: No faculty will be reimbursed for meals off campus during the working day. Breakfast and lunch meals on campus are approved per the guidelines. One dinner meal off campus is approved per the original guidelines.**

- One dinner OFF CAMPUS
(includes 3 search members + candidate) and
 - One breakfast, one lunch and one dinner ON CAMPUS
(includes 3 committee members for each meal + candidate)
 - If a student is invited to eat with the candidate on campus, the student should use his/her meal ticket, if available.
 - Costs for alcoholic beverages will not be reimbursed.
- 4) **The per diem meal rates for Breakfast, Lunch, and Dinner** can be found at:
<http://www.salisbury.edu/accountspayable/meal.htm>.
 - 5) When eating off campus, one person may pay for the candidate's meal plus the three participants; however, they will only be reimbursed at the per diem rate for dinner. That person then submits an expense account to the dean's office. When submitting receipts for group meals, please include an itemized receipt along with the credit card receipt. A detailed, itemized receipt is required by the Travel/Accounts Payable Office.
 - 6) The Dean's Office will have meal tickets available for the on campus meals. Meal tickets will be provided to the Search Committee Chair according to the information listed on the Candidate Interview Form. A tally sheet will accompany the meal tickets and should be filled in to verify use of the tickets. When the interview is over the tally form, along with any unused tickets should be returned to the Dean's Office.

Salisbury University
Candidate Interview Form

(To be completed by Search Committee Chair)

I. Name of Candidate: _____
Address of Candidate: _____

Interview date(s): Arrive _____ Depart _____

School : _____ Position title: _____

II. Search Committee Chair Name: _____

Search Committee Members:

III. Estimated Travel Expenses for the Candidate. (Please note approval amounts may not exceed the approved per person per diem State of MD/USM rates). These amounts can be found at <http://www.salisbury.edu/accountspayable/meal.htm>.*

Hotel \$ _____

Cost Estimate for Meals: \$ _____ *

Air Fare \$ _____

* Estimate of meals which the candidate will pay out of pocket while in route to and from the interview. See website for rate Per diem rate.

Misc. \$ _____

Total Estimated Travel Expenses: _____

Search Committee Chair Signature **Date**

Budget Administrator/Dean Signature **Date**

Department Code to be Charged _____ Total Approved \$ _____

IV. Anticipated Number of Meals with Search Committee

One **off campus** meal is approved according to the guidelines. Will the candidate be offered the opportunity to dine off campus? Yes _____ No _____

Off Campus Meal: Please indicate the date meal to be eaten off campus

Meal _____ Date _____ List names of participants below:

1)	2)
3)	4)

On Campus Meals: Please indicate the date, meal(s) eaten on campus for breakfast, lunch and or dinner and the committee member(s) attending: (Use code: B= Breakfast; L= Lunch; D = Dinner) [MEAL TICKETS WILL BE PROVIDED BY THE DEAN'S OFFICE]

Meal _____ Date _____ List names of participants below:

1)	3)
2)	4)

Meal _____ Date _____ List names of participants below:

1)	3)
2)	4)

Meal _____ Date _____ List names of participants below:

1)	3)
2)	4)

Meal _____ Date _____ List names of participants below:

1)	3)
2)	4)

This form must be completed and after the Dean signs the original, it is returned to the initiating department (a copy will be kept by the Dean's Office).

Candidates will be instructed to fill out an expense account form and attach travel receipts for reimbursement. The *Candidate Interview Form*, with approved signatures, must be attached to an expense account form for faculty/staff reimbursement as well as any candidate's request for reimbursement.

The expense account form, expense receipts, along with a copy of the approved *Candidate Interview Form* will be forwarded to the Dean's Office for final approval and then forwarded to the Financial Services Office for processing and reimbursement.

Revised: 7/06

EQUAL EMPLOYMENT OPPORTUNITY RECRUITMENT REPORT FOR FACULTY OR ADMINISTRATIVE EXEMPT STAFF

(To be completed by Search Committee Chairperson or other administrator responsible for hiring. One form is to be completed for each position to be filled).
This form is to be completed prior to any offer of employment and returned to HR Office – HH Room 141.

The office of Civil Rights of the U.S. Department of Education has suggested that the University provide a certification that all equal employment hiring procedures have been followed prior to filling each position. The form, which follows, is an attempt to provide that certification. In addition, the form can be used as a checklist to assist you as you proceed through the hiring process. It is strongly recommended that the Search Committee Chairperson or other person responsible for hiring obtain a copy of Outline of Hiring Procedures for faculty or administrative staff, which is contained in the University's Equal Employment Opportunity Plan.

1. Title of Position: _____ Rank, If Faculty: _____
 School (if applicable): _____ Department/Division: _____
 Contract Type (*FT tenure track, contractual, administrative exempt, etc.*) _____

2. Was the section of the Equal Employment Opportunity Plan entitled, "Outline of the Hiring Procedures" for faculty or administrative staff read by the Search Committee as part of its formal proceedings?

Yes _____ No _____ If yes, please attach a copy. If no, indicate why not _____

3. Was a written position announcement prepared?

Yes _____ No _____ If yes, please attach a copy. If no, indicate why not _____

4. Please list the names of the publication(s) and/or referral organization(s) where announcement was published. *Daily Times* _____ *Chron. Of Higher Ed.* _____
The Sun _____ *NCAA News* _____ *Black Issues in Higher Ed* _____ *Hispanic Outlook* _____ *Other* _____

5. List any other special efforts made to determine the availability of qualified minorities and women for the position: _____

6. How many application(s)/resumes(s) were received? _____

7. Were applicants sent the "Applicant Information Form" (requesting sex, ethnicity, etc. data)? Yes _____ No _____

If no, please indicate why not: _____

The following tally is provided by the Equal Employment Opportunity Office based on the number Applicant Information Forms returned by applicant(s).

If you do not have a current total, please call x75406 to obtain one.

Total Number of Responses: _____

A. By Sex: Male _____ Female _____ Unknown _____

B. By Ethnicity: African American _____ American Indian _____ Asian or Pacific Islander _____ Spanish/Hispanic _____ White _____
 Unknown _____ Foreign _____ Other _____ **TOTAL:** _____

8. **Names of Search Committee Members: (Please include Race & Gender)**

- | | |
|-----------|-----------|
| (1) _____ | (2) _____ |
| (3) _____ | (4) _____ |
| (5) _____ | (6) _____ |
| (7) _____ | (8) _____ |

9. Complete sections of chart below for each candidate who was interviewed. (Please note: employers may not directly ask applicants their ethnicity prior to an appointment being made. In order to complete the items on race requested on this form, supervisors may have to make an educated guess [or indicate unknown] based upon the ethnicity classification definitions).

Name	Interview Date	Gender	Ethnicity	Referral Source	Reason for Selection

Ethnicity Classifications: AA: African-American, AI/AN: American Indian, A/PI: Asian/Pacific Islander, H: Hispanic, W: White, F: Foreign, U: Unknown. Resident aliens, non-citizens who have been lawfully admitted for permanent residence, are to be reported in the appropriate racial/ethnic categories along with United States citizens.

10. Record information on the person being recommended for the appointment. NOTE: If a minority or female candidate was interviewed but is not being recommended, please explain and state name of individual on #14.

Name(s) of Recommended Candidate(s)	Gender	Ethnicity	Reason for Recommendation

11. Before making an appointment offer, the approvals of the persons indicated below must, if applicable and by their signatures, ensure that equal employment procedures have been followed. Please respond as quickly as possible.

(1) _____ (Date) _____
(Signature of Search Committee Chairperson, Dept. Chair or Responsible Administrator)

(2) _____ (Date) _____
(Signature of Dean or Next Higher Level Administrator, if applicable)

(3) _____ (Date) _____
For Faculty *(Signature of Provost)*

(4) _____ (Date) _____
For Faculty & Administrators *(Signature of President, if applicable)*

12. **ALTERNATE CHOICE(S):** If above recommended person(s) declines appointment offer

Name	Gender	Ethnicity	Reason for Recommendation

13. **FINAL DISPOSITION** *(To be completed by the human resources representative only)*

Name of Employee Hired _____ Gender _____ Race _____

Remarks.....

**EQUAL EMPLOYMENT OPPORTUNITY RECRUITMENT REPORT
FOR FACULTY OR ADMINISTRATIVE EXEMPT STAFF**

If a minority or female candidate was interviewed - *but is not being recommended* - please state name of individual and explain.

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Chapter 13-19

Any questions concerning this form may be directed to Human Resources Department x36035.

PLEASE RETURN ALL PARTS OF THE RECRUITMENT REPORT TO THE HR OFFICE, HOLLOWAY HALL – ROOM 153.



H1 B VISA OVERVIEW

H1B temporary workers are defined as persons who will perform services in specialty occupations on a temporary basis. The Immigration Act of 1990 defines specialty occupation as: "an occupation which requires theoretical and practical application of a body of highly specialized knowledge to fully perform the occupation." To qualify as a "specialty occupation" the position must meet the following requirements. All five criteria must be met:

1. A baccalaureate or higher degree (or its equivalent) is normally the minimum requirement for entry into the particular profession.
2. The degree requirement is common to the industry.
3. The employer must normally require a degree or its equivalent for the position.
4. The job duties must be "so specialized and complex that knowledge required to perform the duties is usually associated with the attainment of a baccalaureate or higher degree."
5. The position's level of responsibility and authority must be "commensurate with professional standing." The H1B status can be used to bring temporary faculty members, researchers, consultants, administrators, or individuals engaged in a variety of professional-level activities to the United States.

To qualify for H1B status, the alien must possess the required degree or its equivalent or possess a certificate or license that permits the alien to immediately practice the profession in the state of intended employment. The H1B is employer specific; *the employee may only work for the employer who filed the H1B petition and can only perform the job included in the petition.*

Temporary Employment:

The H1B is a temporary visa. The alien must be coming to temporarily fill a position that may, or may not in itself be temporary. The employer must attest that the alien's services are needed temporarily. The letter of appointment and other documents must stipulate the temporary nature of the appointment.

Obtaining the H1B for Employment:

The H1B process takes at least six months prior to the requested H1B employment date. US Citizenship and Immigration Services (*USCIS) determines eligibility status, not SU or the HRO of SU. After determining that the person qualifies for H1B status, the employer must obtain the Labor Conditions Application (LCA). Once the certified LCA is received, the H1B petition will be filed. The petition must show that the foreign national is entering the United States or changing to H1B status for the purpose of temporary employment. The petition must be accompanied by supporting documents such as degrees or academic records, licenses to practice a profession, and letters and other documents attesting to the alien's qualifications.

USCIS has instituted a Premium Processing Service in which they will adjudicate a complete petition within 15 calendar days of receipt; the processing fee is \$1,000 (separate check required).

Period of Stay:

An H1B may be initially issued for a minimum period of one (1) year or for three (3) years. Extensions may be obtained, but the total period of authorized stay cannot exceed six (6) years, unless the individual has progressed through the requisite steps leading toward permanent residency.

If the employer dismisses the alien prior to the expiration of the authorized stay, the employer is liable for the reasonable cost of return transportation for the alien abroad.

Legal Penalties:

By signing the Request Form the employer (HRO) is attesting to the accuracy of the information that is on the form and supporting documents. To knowingly furnish any false information; conceal or cover up information; make any false, fictitious or fraudulent statements or representations, or make or use any false writing or document in the preparation of a U.S. government document, or to aid, abet, or counsel another to do so is a felony, punishable by a \$10,000 fine or five years in the penitentiary, or both.

Transferring Employers:

Due to the new portability provisions of Public Law 106-313 (Title I), Section 105, it is possible to "transfer" H1B status to another employer based on the timely filing of a petition for new employment by that sponsoring employer. A request to transfer H1B status will still require attorney assistance.

* The USCIS also referred to as Immigration or INS is a branch of the US Department of Homeland Security.

Tips and Reminders:

OVERVIEW OF STEPS

Employment offers are to be a minimum one year appointment. Preference for hiring foreign aliens due to the VISA costs, preparations, etc. is for full-time tenure track positions.

- ❑ **Prior to an offer agreement being sent to a foreign national, the agreement should contain language that:**
- ❑ **Stipulates the cost of the attorney fees for processing is covered by the University (\$1,800) for the candidate only (not for family members);**
- ❑ **The USCIS petition fee (\$190.00) is to be paid by the incumbent.**
- ❑ **In signing the employment agreement, the candidate agrees to comply and be timely with any documents that are requested by the University, immigration attorney or USCIS.**
- ❑ **Upon signing of the agreement the hiring department notifies the Human Resources (HR) Department and forwards a copy of the agreement with all pertinent contact information to HR.**

- ❑ The hiring department will need to provide HR with full contact information of the incumbent (i.e. name, address, phone number, email address).
- ❑ Once HR receives a copy of the signed agreement and candidate information, they will contact the immigration attorney to begin work on the petition and VISA processing requirements.
- ❑ The attorney will contact the candidate and begins the necessary interview to acquire, review, organize and prepare documents necessary to supplement the petition to the USCIS.
- ❑ Attorney prepares petition for Non-Immigrant Worker, forms (e.g. I-129, H Supplement and W Supplement) and applications pertaining to the employee.
- ❑ Attorney has the Director of Human Resources complete the Employer questionnaire for the University.
- ❑ Attorney and Director of Human Resources work jointly on preparing and completing the prevailing wage request.
- ❑ H1 Petition order must be posted for 10 days on University/HR bulletin board.
- ❑ Attorney prepares petition letter for review and signature by Director of Human Resources.
- ❑ Submits all documentation to the Director of HR for review and signature.
- ❑ Upon completion of entire package, attorney submits to Homeland Security.
- ❑ Copy of package is sent to employee and the University.
- ❑ Attorney is responsible for any and all follow-up work required on the package including but not limited to supplementing the application should Homeland Security require additional information.

The estimated timeframe from the time the attorney receives the required documentation from the employee to the submission to USCIS and final USCIS decision, is approximately 6 months. This timeframe assumes that the candidate is prompt in providing all of the required documentation to the attorney.

In the event that the VISA work has not been finalized prior to the start date of the incoming faculty member, it will require the hiring department to pay to the USCIS a premium-processing fee of \$1,000.00. The premium- processing fee expedites the USCIS to approve the VISA within a 15 day period.

FEEES ASSOCIATED WITH THE H 1(b) PETITION * Other fees may apply.

I-129 Petition	\$190.00	Paid by the candidate
Attorney flat rate	\$1,800.00	
Expedited Processing	\$1,000.00	Charged to the hiring department

Attorney retained by SU:

Myrtle C. Robison
 Robinson & Jacobs, P.C.
 3331 Toledo Terrace, Suite D-108
 Hyattsville, MD 20782

Firm provides legal services for employees seeking permission to work in the U.S. either temporarily or permanently.

From the Human Resources Office 8/06

Sample Letters of Appointment for New Faculty

(FORM USED TO DEVELOP LETTERS OF APPOINTMENT FOR TENURE-TRACK FACULTY
AT THE RANK OF INSTRUCTOR, ASSISTANT, ASSOCIATE AND FULL PROFESSOR)

USM Agreement for Appointment to Full-Time, Tenure-Track Faculty Position

BY THIS AGREEMENT, Salisbury University, an institution of the University System of Maryland, which is an agency of the State of Maryland (“the University”), and < Appointee’s Name> (“the Appointee”) agree as follows:

1. The Appointee is appointed as Assistant Professor on a 100% basis, within the Department of <Name> in the <School Name> of Salisbury University, subject to the provisions herein. This is a tenure-track position.

2. The beginning salary shall be at the rate of <annual salary> effective for 10 months of service.

<additional compensation here, e.g. moving, start up expenses, etc>

3. This appointment is for an initial term of one year to start August <day>, <year> and end June 15, <year + 1>. This appointment will extend to June 15, <year + 2>, unless the Appointee is notified in writing to the contrary by March 1, <year + 1>; it will extend to June 15, <year + 3>, unless the Appointee is notified in writing to the contrary by December 15, <year + 1>; and it will extend to June 15, <year + 4>, unless the Appointee is notified in writing to the contrary by August 1, <year + 2>. [NOTE: DATES MAY HAVE TO BE ADJUSTED FOR TWO YEAR VERSUS THREE YEAR AND MID-YEAR APPOINTMENTS.]

4. This appointment is governed by the applicable provisions in paragraphs I.C.1. through I.C.16 of the University System of Maryland Board of Regents Policy on Appointment, Rank, and Tenure of Faculty and C.1. through C.16 of the Salisbury University Policy on Appointment, Rank and Tenure of Faculty. Those paragraphs are hereby incorporated by reference into this Agreement. The Appointee acknowledges he/she has had an opportunity to review these policies, which are located at <http://www.usmd.edu/regents/bylaws/SectionII/> on the University System of Maryland website and at <http://www.salisbury.edu/academic/provost/handbook/>. Hard copies are available to the Appointee upon request.

The tenure and promotion review to which Appointee may be entitled, if the appointment is renewed accordingly, will occur in Academic Year <year + 5 – year +6> unless that date is changed by mutual agreement of the parties. [NOTE: THIS DATE SHOULD BE THE MAXIMUM ALLOWED. IF CANDIDATE NEGOTIATES FOR LESS AND PLACES THE DATE HERE, IT IS AT HIS/HER OWN RISK, UNLESS THE DATE IS CHANGED BY MUTUAL AGREEMENT OR PURSUANT TO INSTITUTIONAL POLICY.]

5. The Appointee shall be subject to all applicable policies and procedures duly adopted or amended from time to time by the University or the University System of Maryland. Except as provided in paragraph 4 above, such policies and procedures are not incorporated into this Agreement and are subject to change.

The University agrees that if it changes a policy or procedure, it will not deprive the Appointee of any monetary payment the right to which has accrued under the previous policy or procedure. Such changes will be made in accordance with all applicable established procedures of the University System of Maryland and the University.

6. Appointee agrees to have sent to the University, upon its request, certified copies of any transcript(s) reflecting the award of degree(s) listed as received on the Appointee's curriculum vitae. Appointee further agrees to provide to the University, upon its request, evidence of employability as required by United States Immigration Laws. Appointee agrees that the employment of Appointee is terminable by the University if at any time Appointee fails to provide such evidence.

By Appointee's signature below, Appointee consents under the federal Family Educational Rights and Privacy Act ("FERPA") to the release of his/her educational records to the University.

Appointee agrees that the employment of Appointee is immediately terminable by the University if at any time Appointee fails to provide such evidence or if Appointee ceases to be employable under United States Immigration laws.

7. The terms and conditions stated above constitute the entire Agreement between the parties. This Agreement may not be modified except by means of a written amendment to this Agreement signed by the University and the Appointee.

8. This Agreement is made in the State of Maryland and shall be construed according to the laws of the State of Maryland.

9. This offer of appointment expires if a signed original is not returned to the University by <Date>.

<Appointee Name>

Date

SALISBURY UNIVERSITY

By _____
Dr. Thomas W. Jones
Interim Provost

Date

Approved by Anne Donahue, Esq., Office of Attorney General
Revisions made 2/06; Endorsed by Faculty Senate 12/5/06; Approved by Provost 12/6/06
Web link Revision made 8-14-08

(SAMPLE FORM USED TO DEVELOP LETTERS OF APPOINTMENT FOR FULL-TIME AND PART-TIME, NON-TENURE TRACK FACULTY)

USM Agreement for Appointment to One-Year, Full-Time, Non-Tenure Track Faculty Position

BY THIS AGREEMENT, SALISBURY UNIVERSITY, an institution of the University System of Maryland, which is an agency of the State of Maryland ("the University"), and [Name of Appointee] ("the Appointee") agree as follows:

1. The Appointee is appointed as [Lecturer, Senior Lecturer, Visiting Assistant Professor, etc.] on a 100% basis, within the Department of [Name of Department] in the [Name of School] of Salisbury University, subject to the provisions herein. This is neither a tenured position nor a tenure-track position. No obligation exists as to any employment beyond the term set forth in paragraph 3.
2. The salary shall be [dollar amount] for 10 months service.
3. This appointment is for a term beginning [beginning date] and ending [ending date].
4. This appointment is governed by the applicable provisions in paragraphs I.C.1 through I.C.16 of the University System of Maryland Policy on Appointment, Rank, and Tenure of Faculty (see attached Salisbury University Policy on Appointment, Rank and Tenure of Faculty under the provisions of promotion, rank and tenure). Those paragraphs are incorporated by reference into this Agreement. The Appointee acknowledges receipt of a copy of them. Additional copies are available to the Appointee upon request.
5. The Appointee shall be subject to all applicable policies and procedures duly adopted or amended from time to time by the University or the University System of Maryland. Except as provided in paragraph 4 above, such policies and procedures are not incorporated into this Agreement and are subject to change. The University agrees that if it changes a policy or procedure, it will not deprive the Appointee of any monetary payment the right to which has accrued under the previous policy or procedure. Such changes will be made in accordance with all applicable established procedures of the University System of Maryland and the University.

6. Additional Terms:

[Additional terms may not be inconsistent with paragraphs 1-5 and 7-11 of the Agreement and may not be inconsistent with USM and University policies and procedures to which the Appointee is subject pursuant to paragraph 5 of the Agreement.]

7. Appointee is eligible for the benefits provided by Board of Regents Policy II-1.05, a copy of which is attached and subject to the terms of the policies cited. Health benefits are available with the employee's share of the elected benefits being on a post-tax basis.

8. Appointee agrees to have sent to the University, upon its request, certified copies of any transcript(s) reflecting the award of degree(s) listed as received on the Appointee's curriculum vitae. Appointee further agrees to provide to the University, upon its request, evidence of employability as required by United States Immigration Laws. Appointee agrees that the employment of Appointee is terminable by the University if at any time Appointee fails to provide such evidence.

9. The terms and conditions stated above constitute the entire agreement between the parties. This Agreement may not be modified except by means of a written amendment to this Agreement signed by the University and the Appointee.

10. This Agreement shall be construed according to the laws of the State of Maryland.

11. This offer of appointment expires if a signed original is not returned to the University by [date].

[Name of Appointee]

Date

SALISBURY UNIVERSITY

By _____
Dr. Thomas Jones
Interim Provost

Date

USM Agreement for Appointment to One-Semester, Part-Time, Non-Tenure Track Faculty Position

BY THIS AGREEMENT, SALISBURY UNIVERSITY, an institution of the University System of Maryland, which is an agency of the State of Maryland ("the University"), and [Name of Appointee) ("the Appointee") agree as follows:

1. The Appointee is appointed as Lecturer on a 100% basis, within the Department of [Name of Department] in the (Name of School] of Salisbury University, subject to the provisions herein. This is neither a tenured position nor a tenure-track position. No obligation exists as to any employment beyond the term set forth in paragraph 3.

2. The salary shall be [dollar amount] for 5 months service.

3. This appointment is for a term beginning [beginning date] and ending [ending date].

4. This appointment is governed by the applicable provisions in paragraphs I.C.1 through I.C.16 of the University System of Maryland Policy on Appointment, Rank, and Tenure of Faculty (see attached Salisbury University Policy on Appointment, Rank and Tenure of Faculty under the provisions of promotion, rank and tenure). Those paragraphs are incorporated by reference into this Agreement. The Appointee acknowledges receipt of a copy of them. Additional copies are available to the Appointee upon request.

5. The Appointee shall be subject to all applicable policies and procedures duly adopted or amended from time to time by the University or the University System of Maryland. Except as provided in paragraph 4 above, such policies and procedures are not incorporated into this Agreement and are subject to change. The University agrees that if it changes a policy or procedure, it will not deprive the Appointee of any monetary payment the right to which has accrued under the previous policy or procedure. Such changes will be made in accordance with all applicable established procedures of the University System of Maryland and the University.

6. Additional Terms:

[Additional terms may not be inconsistent with paragraphs 1-5 and 7-11 of the Agreement and may not be inconsistent with USM and University policies and procedures to which the Appointee is subject pursuant to paragraph 5 of the Agreement.]

7. Appointee is eligible for the benefits provided by Board of Regents Policy II-1.06, a copy of which is attached and subject to the terms of the policies cited.

8. Appointee agrees to have sent to the University, upon its request, certified copies of any transcript(s) reflecting the award of degree(s) listed as received on the Appointee's curriculum vitae. Appointee further agrees to provide to the University, upon its request, evidence of employability as required by United States Immigration Laws. Appointee agrees that the employment of Appointee is terminable by the University if at any time Appointee fails to provide such evidence.

9. The terms and conditions stated above constitute the entire agreement between the parties. This Agreement may not be modified except by means of a written amendment to this Agreement signed by the University and the Appointee.

10. This Agreement shall be construed according to the laws of the State of Maryland.

11. This offer of appointment expires if a signed original is not returned to the University by [date].

[Name of Appointee]

Date

SALISBURY UNIVERSITY

By _____
Dr. Thomas Jones
Interim Provost

Date

Rev. 8/06

Checklist of Required Materials for Faculty Promotion

CHECKLIST OF REQUIRED MATERIALS:

- ___ 1. Curriculum Vita
- ___ 2. Provost's Statement of Eligibility
- ___ 3. Application for Promotion: Two to three page introduction and overview with special attention paid to specific qualifications for promotion based on activities and development within the areas of teaching, professional development, and service.
- ___ 4. Annual Chair's Evaluation with Self-Evaluations Appended for the last four years.
- ___ 5. Letters of Support (maximum of five)
- ___ 6. Summary of Evidence of Effective Teaching: This is an opportunity for the candidate to describe his/her teaching methodology, innovations, improvements, successes, and failures as well as curricular and program developments and revisions.
- ___ 7. Supporting Evidence of Effective Teaching: The evidence might come in many forms but must at least include a) Some course materials developed by the applicant, b) Clear and understandable summaries and analyses of student evaluations for the last four years, and c) Actual student evaluations, in the students' own handwriting if available, for the previous teaching semester. (If original student evaluations are not available for open-ended evaluation questions, an explanation should be provided.) A brief description of the evaluation process—when it occurred, under what circumstances, etc.—would also be helpful.
- ___ 8. (Optional) Statement of Additional Duties. This is an opportunity for faculty who have responsibilities and duties related or in addition to teaching, including advising or mentoring or additional administrative duties which are part of their job expectations but outside the realm of full-time teaching, to describe those responsibilities and provide evidence as to their effectiveness in these additional roles.
- ___ 9. Summary and Evidence of Professional Development. The candidate should summarize professional development activities. The candidate should focus special attention on the three most significant accomplishments since the applicant's last promotion and the ways in which those activities enhance the candidate's qualifications as a teacher and scholar.
- ___ 10. Summary of Evidence of Service. Candidate should summarize service to the department, school, university, and community, with special attention paid to identifying and explaining the candidate's three most significant service contributions since his/her last promotion.
- ___ 11. Addend. The candidate may elect to include additional pertinent information, which falls outside the categories identified above.
- ___ 12. Note: Applicants should limit the material they submit to a single 2" binder if at all possible.

Promotion Applicant's Signature _____ Date _____

Revised by the Provost on September 25, 2003

Revised 09/03

Additional Comments:

Amplification of Promotions Committee Deliberations

The University Committee on Promotions, which consists of seven (7) faculty elected by the faculty, makes recommendations regarding candidates for promotion to the provost and president. The authority to promote or not promote a faculty member resides with the president of the university. The committee serves to provide the president with a faculty perspective on the applications for promotion.

The committee reviews the applications of candidates for promotion in light of the criteria stated in the *Faculty Handbook*. After each candidate's application has been scrutinized by individual committee members, the committee meets to discuss and vote on the candidates. Candidates must receive at least five (5) votes in favor of promotion in order to win the recommendation of the committee. Candidates who receive five (5) or more unfavorable votes will receive an unfavorable recommendation from the committee. When candidates do not receive the required five (5)—favorable or unfavorable—votes in the first round, their strengths and weaknesses are further discussed and further votes are taken until the candidate receives the necessary five (5) votes.

The only considerations in the committee's discussions of a candidate are those related to the criteria for the rank sought. Teaching is the primary criterion for promotion, and no one will be recommended who has not in the opinion of the committee demonstrated proficiency in the classroom. Achievement in professional development and service are also expected of all candidates but the balance will vary among candidates. The committee's standards may change slightly from year to year as its membership changes, but there has been no conscious decision by the committee to raise or lower standards.

After the committee has completed its evaluation of the applications, it meets with the provost to recommend those candidates that it believes have met the criteria for promotion. The committee chair reports the committee's recommendation on each candidate with a brief rationale based on the committee's discussions. The provost uses this input in addition to the other materials in the applicant's file, including all the applicant's recommendations, in developing his/her own recommendations to the president, and the president then decides whether the faculty member is to be promoted or not. The president has the authority to deny promotion to those the committee has recommended and to promote those the committee has not recommended. After the committee has met with the provost, but before the provost makes his/her recommendations to the president, the provost and the committee chair will meet with applicants whom the committee has chosen not to recommend for promotion at the request of the applicant. Those applicants whom the University Committee on Promotions has chosen to recommend, but whom the provost intends not to recommend will be invited to a similar meeting.

Checklist of Required Materials For Faculty Tenure

- ___ 1. Curriculum Vita
- ___ 2. Provost's Statement of Eligibility
- ___ 3. Application for Tenure: Two to three page introduction and overview with special attention paid to specific qualifications for tenure and promotion based on activities and development within the areas of teaching, professional development, and service.
- ___ 4. Annual Chair's Evaluation with Self-Evaluations Appended for the last three years.
- ___ 5. Letters of Support (maximum of five)
- ___ 6. Summary of Evidence of Effective Teaching: This is an opportunity for the candidate to describe his/her teaching methodology, innovations, improvements, successes, and failures as well as curricular and program developments and revisions.
- ___ 7. Supporting Evidence of Effective Teaching: The evidence might come in many forms but must at least include a) Some course materials developed by the applicant, b) Clear and understandable summaries and analyses of student evaluations for the last three years, and c) Actual student evaluations, in the students' own handwriting if available, for the previous teaching semester. (If original student evaluations are not available for open-ended evaluation questions, an explanation should be provided.) A brief description of the evaluation process—when it occurred, under what circumstances, etc.—would also be helpful.
- ___ 8. (Optional) Statement of Additional Duties. This is an opportunity for faculty who have responsibilities and duties related or in addition to teaching, including advising or mentoring or additional administrative duties which are part of their job expectations but outside the realm of full-time teaching, to describe those responsibilities and provide evidence as to their effectiveness in these additional roles.
- ___ 9. Summary and Evidence of Professional Development. The candidate should summarize professional development activities. The candidate should focus special attention on the three most significant accomplishments since the applicant's appointment to a tenure-track position and the ways in which those activities enhance the candidate's qualifications as a teacher and scholar.
- ___ 10. Summary of Evidence of Service. Candidate should summarize service to the department, school, university, and community, with special attention paid to identifying and explaining the candidate's three most significant service contributions since his/her appointment to a tenure-track position.
- ___ 11. Addend. The candidate may elect to include additional pertinent information, which falls outside the categories identified above.
- ___ 12. Note: Applicants should limit the material they submit to a single 2" binder if at all possible.

Revised and Approved by Faculty Senate on February 7, 2003
Revised by Provost on September 25, 2003

Revised 9/03

Additional Comments:

Faculty Welfare Committee Grievance Procedures

The Faculty Welfare Committee shall serve as a grievance hearing board in matters of promotion and merit pay decisions. The committee shall mediate, gather information, offer counsel, and make recommendations to the president of the institution where appropriate. As a hearing board, the Faculty Welfare Committee shall not have the authority to overturn decisions previously made.

In all cases, the faculty member concerned will be provided with the results of the committee's deliberations and the reasons for the committee's recommendations.

For the purposes of this committee's deliberation, a grievance shall be defined as an allegation of substantive error of procedures or of due process of law. Mere disagreement with the recommendation of the University Committee on Promotions, the provost, or the decision of the president of the institution shall not in and of itself alone be considered a grievance.

An allegation of unlawful discrimination based arbitrarily upon race, color, national origin, sex, age, marital status or handicap shall be handled through grievance procedures for faculty.

Procedure:

When a faculty member feels that he/she has just cause for a grievance, once promotion and/or merit pay decisions have been made, the faculty member may contact the chair of the Faculty Welfare Committee. Upon consultation with the faculty member, the chair may then convene the committee to hear the faculty member's case.

If, in the opinion of the committee, no just grievance exists or the case reaches beyond the purview of the Faculty Welfare Committee, the committee may recommend to the faculty member concerned other avenues of appeal.

If, the committee elects to pursue the matter, it may meet with the department chair and/or provost in cases of merit pay and promotion decisions to mediate and gather information. In exceptional cases concerning promotion, the Faculty Welfare Committee may also meet with the University Committee on Promotions in its mediation efforts. The Faculty Welfare Committee will then decide as to whether, in its opinion, the faculty member's grievance is warranted or not. This decision will be forwarded to the president of the institution who will make a final decision using, among other information at his disposal, the information and recommendation of the Faculty Welfare Committee.

Except as stated above, the Faculty Welfare Committee's deliberations as a grievance hearing board will remain strictly confidential.

**Sample
Memorandum of Understanding for Full-Time Contractual Faculty**

This memorandum of understanding is an accompaniment to the contract you are signing for the 200-
academic year, August 15, 200__-June 15, _____. [For one-semester contracts, please modify]. We hope this
fuller explanation of the conditions of your employment will be useful to you.

Teaching:

You have been hired to teach four courses during fall semester and four during spring semester [modify if
necessary]. These courses may be lower level, upper level, or graduate [select options]. You may indicate an interest in
teaching Winter Session or Summer Session to your department chair. If you are selected, you will be offered a
separate contract for an additional stipend. The *Faculty Handbook* gives the University Policies on Faculty, Student,
and Institutional Rights and Responsibilities for Academic Integrity and Academic Integrity. It includes information
about classroom issues, testing, grading, procedures for handling cases of academic misconduct, etc. Please become
familiar with this policy and other parts of the faculty handbook concerning teaching.

All courses at the university are evaluated by students. Please see your department chair for information about
evaluation forms and procedures.

Advising:

You will not [will] be expected to participate in student advising. [To prepare you for this responsibility, you
will receive a copy of the Advising Handbook and you will be invited to a workshop on advising for new faculty.]

Service to your Department:

You will be expected to attend all faculty meetings. You will also be expected to cooperate with whatever
peer and chair evaluation policies your department has for contractual faculty.

We encourage you to volunteer to serve on departmental committees and work with student groups, although
this is not a requirement. Serving on committees will give you experience useful for your own professional
development as well as making you feel a part of the department. In addition, the new perspectives you offer will
benefit the department.

Service to the University:

You may be eligible to serve on some Faculty Senate committees through appointment, if you wish.

Scholarship:

Although scholarly productivity is not a condition of your employment, except insofar as you need to keep
your courses current, we want to support you in continuing your scholarly activity. You are eligible to apply for grants
from the Fulton Curriculum Development and Research Grant fund, and to apply for travel funds from your department
and the Salisbury University Foundation. In addition, we encourage you to participate in the many activities offered on
campus for faculty development.

This memo of understanding is for this year only. You may be offered another contract next year, based on the
evaluation of your own performance and the needs of the university, but the university is under no obligation to do so.

If you agree to these conditions of employment, please sign and return to my office. This memorandum will
then be forwarded to provost's office for approval of your contract.

Faculty Signature

Dean Signature

Date

Sabbatical Leave Form

Salisbury University
Salisbury, Maryland

**SABBATICAL LEAVE FORM
PART A - APPLICATION**

PERSONAL INFORMATION:

Name	Rank
Department	School
Date employed full-time at Salisbury University (month/year):	

Date employed full-time at Salisbury University (month/year)

APPLICANT'S LEAVE INFORMATION

Is this your first sabbatical leave from Salisbury University? Yes No

Indicate semester(s) and academic year of last sabbatical leave: _____

Indicate semester(s) and academic year for which leave is requested: _____

List by semester and year the six years of full-time teaching that qualify you for a sabbatical:

**DESCRIPTION, LIKELY OUTCOMES, AND LIKELY BENEFITS
OF THIS SABBATICAL LEAVE**

Please address each of the following on a separate page or two, as is necessary:

1. The description (including the nature, purpose and location) of your proposed sabbatical leave project.
2. The outcome(s) you expect from your project. If you anticipate you will produce presentations or publications, please indicate possible audiences.
3. The expected benefits of your project to you (professionally), to your students, to your department, to your school, and to the university.

STATEMENT OF FINANCIAL GAIN

I understand that financial gain is strictly prohibited with the exception of support for the sabbatical project or compensation for occasional consulting services during the sabbatical. I agree to comply with the guideline restrictions regarding employment during sabbatical leave and recognize that I am obligated to fulfill my university contract at the end of my sabbatical leave.

Signature of Applicant

Date

DEPT. CHAIR'S EVALUATION: **Recommended** **Not Recommended**

(If the applicant is a department chair, the School Dean must complete this evaluation.) On a separate page evaluate the **description, likely outcomes, and likely benefits** of the applicant's sabbatical request and indicate **how the faculty member's duties will be covered during the sabbatical leave.**

Signature of Chair

Date

DEAN: **Recommended** **Not Recommended**

Comments:

Signature of Dean

Date

FACULTY WELFARE COMMITTEE'S ENDORSEMENT:

Comments:

Signature of Chair of Faculty Welfare Committee

Date

PROVOST: **Recommended** **Not Recommended**

Comments:

Signature of Provost

Date

PRESIDENT: **Approve** **Disapprove**

Comments:

Signature of President

Date

Revised 9/03

**Salisbury University
Sabbatical Leave Form Part B
Final Report**

PERSONAL INFORMATION

Name	Rank
Department	School
Semester(s) and academic year of the sabbatical leave:	

On a separate sheet, please address the following topics using as much space as needed to provide a complete report.

1. Describe your sabbatical project. If it differed from your original proposal, discuss briefly how the new project evolved. Indicate when, where and how long each activity was undertaken.
2. What outcomes did you achieve? What do you still expect to accomplish as a result of this project?
3. How did the sabbatical leave benefit you professionally? How did it or will it benefit your students, your department, school and the university?

Please attach this form to your report and deliver it to your department chair for his signature (on the reverse side of this form).

Each person who signs this form will forward it to the person who signs it next.

Signature of Faculty Member

Date

Revised 9/03

Salisbury University (Address, Phone, Etc.)
 Sponsored Research or Development
 Conflict Exemption Disclosure Form

Filer's Name _____
 University Faculty Position _____
 Mailing Address _____

(Check Applicable Period)
 Initial Reporting Period (Previous 12 Months)
 Annual Reporting Period (Previous Calendar Year)
 Terminating Report Period (Jan 1 to Date of Termination)

I hereby make oath or affirm that the contents of this disclosure statement are true and correct to the best of my knowledge, information and belief.
 Signature of Person Filing: _____ Date: _____

Schedule I Ownership Interest Disclosure			Report below, interests in the corporation, partnership or non-corporate business entity that is involved with the university in the sponsored research or development or has a direct interest in the outcome of this activity.					
1 NAME AND ADDRESS OF PRINCIPAL OFFICE OF BUSINESS ENTITY	2 NATURE (direct or attributable) EXTENT (solely or jointly held - if jointly, state % of interest) Attributable means holding the interest through another company or entity.	3 AMOUNT OF INTEREST (% of ownership or dollar value or number of shares)	4 OTHER INTEREST IN ENTITY (notes, bonds, etc.) State type and value	5 CONDITIONS AND ENCUMBRANCES (mortgages, liens, pledges, contracts, options, etc.) AFFECTING INTEREST Include name of lender or creditor	6 DATE AND MANNER (purchase, gift, will, etc.) OF ACQUISITION OF INTEREST IF IT WAS ACQUIRED DURING REPORTING PERIOD	7 IDENTITY OF PERSON FROM WHOM INTEREST ACQUIRED IF ACQUIRED DURING REPORTING PERIOD	8 NATURE AND AMOUNT OF CONSIDERATION (dollar amt.) OR FAIR MARKET VALUE AT TIME OF ACQUISITION IF NOT ACQUIRED BY PURCHASE IF ACQUIRED DURING REPORTING PERIOD	9 TRANSFER OF INTEREST DURING REPORTING PERIOD (INCLUDE): A. portion transferred (if less than all) B. dollar amount of consideration received or its term and fair market value (if other than money) C. name of transferee
Schedule II Employment-Officer-Disclosure			Report below any existing or proposed employment, office, board membership, or working relationship with an entity involved in sponsored research or development or the entity having a direct interest in the outcome of the activity.					
NAME AND ADDRESS OF ENTITY		POSITION HELD OR TO BE HELD		COMPENSATION (If Any)		DUTIES		
Schedule III Gift Disclosure			Report below any gift received during the reporting period of \$25 or more or a series of gifts of \$100 or more from the entity involved in sponsored research or development or having a direct interest in the outcome of sponsored research or development. (Honorariums are one of the types of gifts to be included here.) Consult Article 40A, Section 3-106 regarding under what circumstances gifts or honorariums may be accepted.					
NATURE AND VALUE OF GIFT			IDENTITY OF DONOR			If given to another person at your direction, give the identity of that person.		

Schedule IV Other Interest or Relationship	Report below any other relationship not disclosed in Schedules I, II, or III to the entity engaged in sponsored research or development. Also include here, where applicable, the name of a spouse or dependent child who has employment or an interest in the entity.
NAME AND ADDRESS OF ENTITY	NATURE OF RELATIONSHIP
Schedule V Nature of Conflict Disclosure	Briefly describe below the nature of the sponsored research and development and how an interest employment or other activity disclosed on the prior schedules could be involved in or impacted by the activities. Also briefly describe existing agreements or understandings that would increase or decrease the interest held or financially impact the employment office or directorship disclosed. (Note: These relationships will be described in more detail on your exemption request, which is to be submitted with this disclosure form.)

Policies and Procedures for School Curriculum Committees

School of Business Curriculum Committee

1. Structure of the Committee

NUMBER	STATUS	REPRESENTING
1	voting	Dept. of Accounting and Legal Studies
1	voting	Dept. of Information and Decision Science
1	voting	Dept. of Management and Marketing
1	voting	Dept. of Economics and Finance
1	voting/ ex. officio	Director of Undergraduate Studies
1	voting/ ex. officio	Perdue School representative from the University Curriculum Committee
1	non voting/ ex. officio	Dean
1	non voting/ ex. officio	Rep. from Registrar's Office
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2. Policies and Procedures:

- a. Faculty members representing the academic departments are nominated and elected by the members of their respective departments.
- b. Department chairs are not eligible to serve on the school committee.
- c. Curriculum proposals are initiated by faculty members, then forwarded to the department chair, the Perdue School Curriculum Committee, the dean, and finally to the University Curriculum Committee. The lack of approval at any level does not stop a proposal from progressing to the next level.
- d. Faculty representatives serve for a three-year term. Initial terms range from one to three years to provide for staggered elections in the future.
- e. It will be the responsibility of the committee to keep the faculty of the Perdue School informed as to its activities and hold open hearings when appropriate. The chair of the committee will be elected by the committee.

School of Education and Professional Studies

1. Structure of the Committee

NUMBER	STATUS	REPRESENTING
2	voting	Department of Education
1	voting	Department of Social Work
1	voting	Department of Physical Education
1 ex. officio	voting/ Committee	SEPS representative from the University Curriculum
1	non voting/ ex. officio	Dean
1	non voting/ ex. officio	Rep. from Registrar's Office

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2. Policies and Procedures

- a. Faculty members representing the academic departments are nominated and elected by the members of their respective departments.
- b. Curriculum proposals are initiated by faculty members, then forwarded to the department chairs, the School Curriculum Committee, the dean, and finally to the University Curriculum Committee. The lack of approval at any level does not stop a proposal from progressing to the next level.
- c. Faculty representatives serve for a three-year term. Initial terms range from one to three years to provide for staggered elections in the future.
- d. It will be the responsibility of the committee to keep the faculty of the School of Education and Professional Studies informed as to its activities and hold open hearings when appropriate. The chairman of the committee will be elected by the committee.

School of Liberal Arts Curriculum Committee

1. Structure of the Committee

NUMBER	STATUS	REPRESENTING
1	voting	Art and Music
2	voting	Communication Arts, Political Science, Psychology, Sociology, Anthropology
2	voting	English, History, Modern Foreign Languages, Philosophy
1	voting/ ex-officio	Fulton School representative from the University Curriculum Committee
1	non-voting/ ex officio	Dean
1	non-voting/ ex officio	Representative, Registrar's Office

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2. Policies and Procedures

- a. Full-time, tenure-track faculty members representing the three categories of academic departments are nominated in advance of a School meeting and elected by all full-time, tenure track faculty. Nominations are also accepted from the floor.
- b. In order to assure that all departments are periodically represented on the Fulton School Curriculum Committee, members of a department already represented on the School Committee are not eligible to be nominated.
- c. Faculty serve for two-year terms. They may be re-elected once, for a total term of four years. Initial terms are staggered to provide continuity within the committee. When a vacancy occurs due to sabbatical, illness, or inability to continue service, the dean will appoint a replacement from the appropriate category. A representative who has been appointed is eligible for election to two terms in addition to the appointed term.
- d. Curriculum proposals are initiated by faculty members, then forwarded to the department chair, the Fulton School Curriculum Committee, the dean, and finally to the University Curriculum Committee and/or the Graduate Council. The lack of approval at any level does not stop a proposal from progressing to the next level.
- e. It will be the responsibility of the committee to keep the faculty of the Fulton informed as to its activities and to hold School meetings when appropriate. All committee meetings are open to School members; faculty and/or department chairs may be invited to give expert information to the committee.
- f. The chair of the committee will be elected by the committee.

School of Science and Technology Curriculum Committee

1. Structure of the Committee

The membership of the School Curriculum Committee shall consist of the following members:

NUMBER	STATUS	REPRESENTING
1	voting	Faculty - Department of Biology
1	voting	Faculty - Department of Chemistry
1	voting	Faculty - Department of Geography
1	voting	Faculty - Department of Health Sciences
1	voting	Faculty - Department of Mathematics/Computer Sciences
1	voting	Faculty - Department of Nursing
1	voting	Faculty - Department of Physics
1	voting	SOS&T Representative to UCC
1	non voting/ ex. officio	Representative Office of the Registrar
1	non voting/ ex. officio	Dean of the SOS&T

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2. Policies and Procedures

- a. Departmental representatives will be selected by their departments.
- b. Representatives serve for a three-year term. Individual terms may range from one to three years to provide for staggered terms in the future.
- c. Each term will end on June 30 with departmental elections scheduled in May every third year, as appropriate.
- d. The Curriculum Committee will elect a chair and secretary each year.
- e. Representatives are responsible for keeping their respective departments informed as to activities of the Henson School Curriculum Committee.
- f. Committee vacancies of less than one year due to illness, sabbaticals, etc. will be filled by replacements appointed by the chair of the affected department. Vacancies of one year or more will be filled by departmental elections.

Guidelines, Procedures and Deadlines for Awarding of Foundation Grants

The Salisbury University Foundation, Inc. provides funding annually for individual faculty and professional staff (full time / Assistant Director level or above) of the institution. Typically, applications for grants are received from individuals who wish to present a paper at a conference or develop a new program for the University.

Formal guidelines and procedures have been adopted by the Executive Committee of the Foundation and are presented for your information. Each applicant must use the appropriate form when applying for a grant and the request should be typewritten.

1. The SU Foundation, Inc. appropriates, annually, a percentage of its net earnings to foster activities in the area of professional development and program development. All funds are administered by the Grants Committee of the Foundation.

Professional Development will include the following types of activity for consideration by the Foundation:

- A. Presentation of papers at regional, national or international conferences
- B. Research activities

Or

- C. Creative productivity in the areas of literature, art, music, theater and dance
- D. Attendance at regional, national or international conferences and seminars

Or

- E. Activities improving the quality of life in this community

2. An individual's awards **will not exceed \$1000 in any fiscal year (July 1 to June 30).**
3. Applications must be received in a timely fashion per the schedule listed below. No late applications will be considered. No incomplete applications will be accepted.
4. Grants may or may not be funded in full, dependant upon funds available.
5. Applicants should indicate other sources of funding requested from faculty funds, departments, etc. and the amount awarded or the date at which a decision on those awards is to be made.
6. An application form may be acquired from our website at:
<http://www.salisbury.edu/foundation/> or at 1308 Camden Avenue, The Salisbury University Foundation Center.
7. The Grants Review Committee will consider applications two (2) times during the academic year. Any applications received after the due date will not be considered for funding and **no retroactive grant requests will be considered.** Contact the Foundation Office for submission 1 and 2 deadline dates.

All requests for Foundation funding must be addressed to:

Kim R. Nechay
Assistant Director
Salisbury University Foundation, Inc.
1308 Camden Avenue
P.O. Box 2655
Salisbury, Maryland 21801



Internal Review Form for Contracts and Grant Proposals

A formal proposal to conduct research and sponsor programs from an external funder represents an offer by Salisbury University acting as an agency of the State of Maryland. It is necessary therefore that any such proposal has the endorsement of those responsible for carrying out the project as well as those authorized to commit the University and campus to a legal offer. A review and routing procedure has been established in order to ensure that each proposal or application has been reviewed and endorsed by various responsible persons and that compliance exists between sponsor, donor, University, and the State policies.

The director of University Research Services (85395) can assist you in completing the internal review form (this form is available at <http://www.salisbury.edu/grants>) and welcome the opportunity to meet with you to discuss your project and the best way to secure support forms.

The people involved in the internal review and processing are as follows:

Principal Investigator is responsible for the technical content, quality and preparation of the proposal.

Department Chair is responsible for certifying to the academic soundness of the project, the compatibility of the project with the Principal Investigator's other commitments, the availability of space and facilities, cost sharing commitments, assuring that the project is in keeping with department objectives, and concurring that the proposal should be submitted to the agency or foundation named.

Dean of the School is responsible for determining the appropriateness of the project within School programs, and that the resources will be available.

University Research Services is responsible for providing technical assistance in proposal development, ensuring compliance with applicable Federal and State laws and regulations, and University administrative and academic policies. Concurrently issues of institutional financing, cost sharing, prior acceptance of contractual terms, budget matters, and ensuring that the content meets with acceptable standards involving human subjects research and the experimental use of animals are resolved here.

Official commitment by Administration as indicated on Internal Review Form.

Use of the University's Working Fund (Petty Cash Account)

Working Fund

The purpose for the working fund is as follows:

Salary Advances

Purpose:

1. New employees who have not been placed on the State's payroll are entitled to an advance equal to 65% of their salary.
2. Employees not receiving a paycheck due on a specific date caused by an administrative error (all errors must be documented and approved by the Associate Vice President of Administration and Finance or the Payroll Supervisor).

NOTE: The salary advance is not deducted from the employees' paycheck and must be settled when the employee receives his/her first "official" paycheck.

Procedures:

1. New employees not on the payroll may be eligible to receive an advance check on their regular pay day, if approved by the Associate Vice-President of Administration & Finance or the Payroll Supervisor.

Employees must first contact the Payroll Office, HH Room 214, regarding any request for a salary advance.

Travel Advances

Purpose:

1. Out-of-State travel advances may only be given to a new employee traveling out of state without an "[American Express Corporate Card](#)". The amount of advance will be for 90% of the approved amount (less any prepaid items this office has previously processed) if funds are available. No advance or reimbursement will be made by this office unless all appropriate department head signatures have been obtained.

An American Express credit card application is available at [American Express Corp Card Application](#), by pickup in the Accounts Payable Director's Office, Holloway Hall-Room 217 or by campus mail.

2. Athletic travel advances for away games and scouting trips are given for the full amount if requested (in writing) by the Athletic Director at least 1 week in advance of trip.
3. No travel advances will be given for any in-state travel (faculty and staff must file an expense account to be reimbursed).

Procedures:

1. All requests for travel/other advances for the week (allow 7 days in advance) must be in the Accounts Payable Office, Holloway Hall, Room 218, each Monday by 12 noon.
2. Requests received by 12 noon on each Monday will be available for pick-up on Wednesday at 8:00 a.m.
3. All travel advances must be settled (in person) within three (3) working days after the trip has been completed or personal reimbursement will be required.

Other Advances

1. Officials (only) for any athletic or intramural activities may be advanced for the approved amount (requested in writing) by the Athletic Director (providing working fund money is available) at least 1 week in advance of trip.
2. Temporary advances for certain change funds can be issued with the approval of the Associate Vice-President of Administration and Finance or the Director of Accounts Payable.
3. Prepaid invoice/registration fees will be reviewed individually and the method of payment will be determined by the Working Fund custodian. Normal procedure requires this type of expenditure be paid through the Accounts Payable Office via the State Comptroller's office or by the University's procard not the Working Fund. Thus, required prepayments should be processed at least three-four weeks in advance of any deadline date. Remember, no payment can be made to any vendor unless the State Treasurer's Office and Salisbury University has a federal identification number on file for that vendor.
4. Emergency advances can only be made with the approval of the Director of Accounts Payable or the Associate Vice-President of Administration and Finance.

Establishing Departmental Committees for Promotion and Tenure

Each academic department in the schools of the university will select a review committee to assist in the evaluation of its faculty for promotion and a review committee to assist in the evaluation of its faculty for tenure. Review committees for promotion will consist of at least three members who are at or above the rank for which the applicant is applying. Review committees for tenure will also consist of at least three members and each of these must themselves be tenured faculty in the university.

The manner of the selection of faculty for review committees will be determined by the faculty members in each department. Each department will determine procedures for committee establishment and the rules and procedures by which review committees will operate, and will provide these in writing to all faculty in the department, the department chair, the dean of the school and the provost.

Faculty from other departments who meet the necessary qualifications may be invited to participate on review committees if the department, the faculty member, or the academic administration determines it is desirable. Where the participation of such faculty is viewed as necessary but cannot be agreed upon by the faculty member, the department, the department chair or the dean and the provost will develop a list of three names of individuals qualified to serve on the review committee and those in disagreement will have three working days in which to select an individual from the list. If a name cannot be selected within three working days, the provost will select from the list the individual who will serve on the review committee.

Faculty members may not serve as committee members on their own review committees nor may the members of their immediate families (wives, husbands, children, parents, parents-in-law, sisters, brothers, sisters-in-law, or brothers-in-law) serve as members on their review committees.

Revised 2/20/02, 9/03



Salisbury University
Salary Information Request Form

Pursuant to provisions of the Maryland Public Information Act, Part III, 10-611 (2), I the undersigned request information on the salary of the following individual(s) or category(ies) of employee(s) at Salisbury University.

Name(s) of individuals: _____, _____, _____
_____ , _____ (if more than five, attach separate list)

Category (ies) of Employee(s): (e.g. all part-time, exempt staff, all faculty, all non-exempt staff, etc.)

(If more than three categories, attached separate list)

In receiving this specified salary information, I acknowledge having read and understand the following points.

- 1. Salisbury University is not responsible for any actions that might flow from the misuse of this information.
2. If an employee of Salisbury University, I acknowledge receiving a copy of the University's Policy on Disclosure of Employee Salary Information.
3. Misuse of this information by an employee of the University may subject the employee to legal claims and such misuse will be deemed an action taken outside of their employment with the University.
4. Completed salary request information form to be submitted to the Human Resources (HR) Department.

Print Name: _____ Signed: _____

Address: _____ Date: _____

Date request received in HR Dept. _____ By Whom _____

A. Response Time

The University will provide a response to this request by:

- 1. Approving the request and providing the requested information as promptly as possible but no longer than 30 calendar days.
2. Denying the request and providing a written statement within ten (10) working days that gives reason, legal authority and review opportunities.

B. Fees

- 1. A fee will not be charged for the first two hours needed to search a record.
2. Fees may be charged for work beyond two hours or in cases where copies of the record are requested. Anticipated cost for work beyond two hours is \$35.00 per hour, plus .15 cents per page for copies.
3. The University will consider requests for waivers of the fee.

Name of person who delivered requested information _____

Signature of person who delivered requested information _____

Date information delivered _____

Name and signature of person who received requested information _____

Original Request form to be maintained in Human Resources Dept.

EVALUATION FORM FOR TENURED AND TENURE-TRACK FACULTY

Evaluation of: _____

Evaluation as faculty member ()

Evaluation as department chair ()

Academic Rank: _____

The categories below evaluate the faculty member's accomplishments during the period January ____ through December _____. In exceptional cases an extension of this period may be made, but reasons for the extension must be fully documented and attached.

	Below Department Standards	Meets Department Standards	Exceeds Department Standards
Teaching and Advising			
Professional Development			
Service to Department, School, University and/or Community			
Overall Performance			

NOTES: Any evaluation of "below department standards" results in a "no merit" recommendation; in other words, "merit" recommendation requires ratings of "meets or exceeds department standards" in all three categories.

Merit Recommendation: Requires justification in narrative of Chair's evaluation.

No Merit

Merit

Tenure Recommendation: Requires justification from the Tenure Committee, Dept. Chair, and School Dean ([Appendix P](#)).

1) Unsatisfactory Progress Towards Tenure

2) Satisfactory Progress Towards Tenure

3) Not Applicable, already tenured

Chair/Evaluator: _____
Printed Name
Signature
Date

Employee Remarks:

Employee: I have read the above evaluation.

Signature

Date

JUSTIFICATION FORM FOR TENURED AND TENURE-TRACK FACULTY

Satisfactory Progress Towards Tenure Unsatisfactory Progress Towards Tenure *

Chair of Tenure Committee: _____

***Attach a development plan to identify the areas where performance(s) will be addressed.**

Satisfactory Progress Towards Tenure Unsatisfactory Progress Towards Tenure

Department Chair: _____

Satisfactory Progress Towards Tenure Unsatisfactory Progress Towards Tenure

Dean: _____

Employee: I have read the above evaluation.

Signature

Date

**EVALUATION FORM FOR FULL-TIME, NON-TENURE TRACK FACULTY
(Those on 1 year or more contract)**

Please check one of the following: Evaluation by faculty member or by department chair

Evaluation of:
Academic Rank:

The categories below evaluate the faculty member's accomplishments during the period _____, through - _____. In exceptional cases an extension of this period may be made, but reasons for the extension must be fully documented and attached.

	Below Department Standards	Meets or Exceeds Department Standards
Teaching and Advising (77%)		
Research/Scholarship (5-20%)		
Service to Department, School, University and/or Community (3-20%)		
Overall Performance		

Chair's Remarks:

Chair/Evaluator:			
	Printed Name	Signature	Date

Employee Remarks:

Employee: I have read the above evaluation.

Signature	Date

NOTE: This form must be used to evaluate FTNTT faculty. Additional evaluation forms, etc. may be appended.
 Approved by Faculty Senate, March 14, 2006
 Approved by Deans' and Provost's Group (DPG), April 3, 2006

EVALUATION FORM FOR PART-TIME, NON-TENURE TRACK FACULTY

Please check one of the following: Evaluation by faculty member or by department chair

Evaluation of:
Academic Rank:

The categories below evaluate the faculty member's accomplishments during the period _____ through _____. In exceptional cases an extension of this period may be made, but reasons for the extension must be fully documented and attached.

	Below Department Standards	Meets or Exceeds Department Standards
Teaching and Advising		
Other responsibilities on a per course contract (list below)		
Overall Performance		

Chair's Remarks:

Chair/Evaluator:

Printed Name	Signature	Date

Employee Remarks:

Employee: I have read the above evaluation.

Signature	Date

NOTE: This form must be used to evaluate PTNTT faculty. Additional evaluation forms, etc. may be appended.

Approved by Faculty Senate, March 14, 2006
Approved by Deans' and Provost's Group (DPG), April 3, 2006

**SALISBURY UNIVERSITY
ACADEMIC INTEGRITY VIOLATION INCIDENT REPORT**

Faculty Name	Student's Name & ID
Course(s) Involved	Date of Violation (if known)

TYPE OF VIOLATION (CHECK ANY THAT APPLY)

- Plagiarism
- Cheating on exam, quiz, or other assignment
- Illicit collaboration on class assignment
- Using sources not permitted
- Other act generally recognized as dishonest or in violation of the tenets of academic integrity (please describe)

Note: Retain all documentation related to the violation

SANCTION IMPOSED

- Warning issued
- Reduction in the grade recorded for the assignment, test, quiz, etc.
- Issuance of an "F" on the assignment, test, quiz, etc.
- Issuance of an "F" in the course and removal from the course
- Other (please explain) _____

Notes or Comments:

Faculty Member's Signature/date

- Copy to Student Affairs Office
- Copy to Student (Note: Students should refer to the Policy on Academic Integrity found in the *Student Handbook* for appeal procedures.)

Library Faculty Ranks¹⁸

Librarian I-

This rank is normally 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. The emphasis at this rank is on continuing acquisition of knowledge and skills, demonstration of increased competence and professional development. No professional library experience is required. A Librarian I is not eligible for permanent status.

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 3 years of professional experience is required. Librarians in this rank are eligible for permanent status.

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. Librarians in this rank are eligible for permanent status.

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. Librarians in this rank are eligible for permanent status.

¹⁸ USM By-Laws, Policies and Procedures of the Board of Regents. Policy II-1.00 University System Policy on Appointment, Rank, and Tenure of Faculty, as amended 12/8/2000

Criteria for Rank, Promotion, and Permanent Status

1) Job Performance

Every candidate is expected to demonstrate competence in his or her assigned areas of responsibility. In addition to being responsible, accurate, punctual, organizing work/completing tasks promptly, writing and speaking well, competence also entails a professional attitude, responsiveness to criticism, working effectively with patrons, colleagues, and staff and collaboratively with other constituencies; and supporting the mission of the library and the University. Annual performance reviews provide a key element in the determination of the candidate's level and quality of job performance. Among the criteria to be considered are (in order of increasing weight):

- ongoing professional reading
- successful completion of basic assignments
- thoroughness in executing projects
- proactively sharing information with staff/colleagues (electronically, meetings, reports)
- acceptance, and successful completion of assignments of increasing complexity
- sound, professionally informed judgment in offering/managing library services/ resources
- collaborating with staff, colleagues, University departments and constituencies, and other libraries
- accepting new duties
- application of new job skills
- taking initiative to identify library needs and problems
- thoroughly researching innovative ideas and possible enhancements to existing operations
- consistently excellent performance
- mentoring new librarians expertly
- active leadership
- introducing/implementing/maintaining new services/operations

2) Service

The quality and extent of service on committees and of service to the external community merit consideration, in that order. Such service may be unrelated to an individual's primary area of responsibility, but must reflect the values and mission of the University. While all committee service is important, increased weight accrues to geographic level (local, regional, state, national, and international); to scope (internal library, University, and professional); to degree of participation/leadership (member, chair); and to level of assignments/activities (nominating tasks, revising documents, conference planning, etc.). Among the criteria to be considered are (in order of increasing weight):

- fulfilling basic obligations of attendance/participation
- chairing a committee (internal, University, local, state, regional, national, and/or international)
- performing voluntary administrative duties
- standing for election (local, state, regional, national, and international)
- completion of and quality, level, and scope of assignments
- principal responsibility for planning local, state, regional, national, and/or international conferences

3) Professional Development/Achievement

Candidates are expected to be dedicated to scholarly pursuits and to be professionally active as evidenced by scholarly contributions in their area(s). The examples listed below 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. Examples in each category include (in order of increasing weight):

Publications

- in-house handbook, brochure, or newsletter contributions
- In-house handouts and brochures
- library web pages
- library newsletter, editorship
- in-house handbooks, creating and updating
- book reviews (local, regional, national publications)
- articles (length; local, regional, national publications; peer review)
- chapters
- journals, editorship
- books

Presentations

- panel discussion participation at internal, local, state, regional and national meetings/conferences
- workshops/papers/presentations to the University and/or local, state, regional, national, or international conferences/meetings

Grantsmanship

- identifying appropriate funding sources
- contributing select portions to grant proposals
- developing ideas that match funding source interests
- writing grants
- serving as a principal investigator for a grant
- receiving grant awards

Advanced Study

- workshops attended (length, relevance to position)
- conferences attended
- courses taken (relevance to position)
- certificates earned
- research in the field
- advanced degrees earned

Awards

- local (relevance to position)
- regional, state, national, and/or international

Dossier Contents and Responsibilities

- A. Items to be supplied by candidates applying for promotional/permanent status review are listed. Applicants should make every effort to limit the material they submit to a single 2” binder.

1. Curriculum Vitae

Vitae should be signed and dated to certify that it is accurate, current and presents a portrait of the candidate's accomplishments in as concise a manner as possible. To aid the LFPRC, it should include the following information:

- a. Personal Information. This should include name, current rank, educational background (including institutions, dates, degrees and continuing education activities).
- b. Employment history (in chronological order). Employment background information should include sufficient textual content to describe levels of professional competence.
- c. Service. For each organization or committee, include the full name of the organization/committee, the term of service, and offices held. If applicable, briefly mention contribution to significant projects.
 1. library
 2. campus
 3. professional
 4. community (mission-related)
 5. service awards and honors
- d. Research, Scholarly and Creative Activities
 1. publications (in-house articles, web pages, book reviews, handbooks, on-line tutorials, and editorships; local, state, regional, national and international book reviews, articles, chapters, editorships, and books)
 2. workshops attended, certificates earned, courses taken, degrees earned
 3. panel discussions (campus, USM, local, regional, state, national, and international)
 4. workshops/papers/presentations delivered (campus, USM, local, regional, state, national, and international)
 5. grants (partial or full responsibility, level of award, and amount of award)
 6. awards (campus, USM, local, regional, state, national, and international)

2. Candidate's Promotion/Permanent Status Statement

The promotion statement should describe the candidate's accomplishments during the review period** in each of the three general areas described in [Appendix LIB-B](#). Candidates are encouraged to refer to the specific criteria listed in each category. The statement should address the ways in which candidates have met the requirements for the rank being sought or the awarding of permanent status. The statement should focus on achievements if their inclusion provides a better picture of career development, accomplishments, and aspirations.

Candidate should submit copies of their promotion statements to their immediate supervisors for signature.

3. Application forms

Application forms for either promotion or permanent status (see [Appendix LIB-E](#))

4. Transcript(s)

Original transcript(s) documenting formal continuing studies during the review period

5. Publications

Copies of up to 3 professionally relevant publications and title pages of others

6. Service

Detailed information, preferably in table form, that provides more than simple membership in committees, rather a clear picture of the time invested in and actual contribution to committee work.

7. Other

Candidate may submit any other materials concerning their professional capabilities/accomplishments that support the application for promotion or permanent status. These might include representative examples of scholarship/creative work, evaluations of candidates' work from users/faculty/associates, and data/analysis relating to professional activities.

B. Items to be supplied by others during the course of promotional/permanent status review:

1. Current position description

To be updated as necessary by supervisors and candidates and added to dossiers by the Dean of Libraries and Instructional Resources.

2. Performance evaluations

Copies of the six most recent annual evaluations since the last promotion, or in the case of a Librarian I, since initial appointment. The Dean of Libraries and Instructional Resources will add these evaluations to the dossiers.

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 recommendations.

- (1) letter from LFPRC to candidates requesting information
- (2) candidates' responses
- (3) other documents candidates deem appropriate

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

** The review period is that period of time since a candidate's last promotion, or in the case of a Librarian I, since a candidate's initial appointment. Minimum review period for promotion to librarian II is 3 years. Minimum review period for promotion to Librarian III is 6 years. Minimum review period for promotion to Librarian IV is 9 years. In all these cases, three of the required years must be at SU.

Calendar of Key Dates

Article II. Table 1. Dates for Permanent Status Review *

<i>Date</i>	<i>Description</i>
July 15	Notification in writing by Dean of Libraries and Instructional Resources to librarians who must undergo mandatory review for permanent status (see 3.2.2.2)
August 15	Deadline for submitting dossiers and letters of request for permanent status to the Dean of Libraries
September 1	Deadline for submission of supervisors' letters of reference and any other letters of reference to the chair of the LFPRC
October 1	LFPRC reports to candidates and to the Dean of Libraries on the decision to recommend/not recommend candidates for permanent status
November 1	Dean of Libraries decides whether to recommend/not recommend candidates, submits recommendations to candidates and LFPRC, and submits dossiers and recommendations to Provost
December 15	Provost sends recommendations to President
January 15	President notifies candidates in writing of permanent status decision. Dean notifies LFPRC of final decisions.

Article III. *Exception: These dates apply to everyone who is reviewed for permanent status during or before the sixth year. If the LFPRC recommendation for promotion is positive in the sixth year, then permanent status will also be recommended unless conditions in 3.2.1.5 preclude such a recommendation.

Article IV. Table 2. Key Dates for Promotion Review

<i>Date</i>	<i>Description</i>
December 15	Deadline for submitting dossiers and letters of request for promotion to the Dean of Libraries
January 15	Deadline for submission of supervisors' letters of reference and any other letters of reference to the chair of the LFPRC
February 15	LFPRC reports to candidates and to the Dean of Libraries on the decision to recommend/not recommend candidates for promotion
March 1	Candidates notify Dean of Libraries of intention to move forward or to withdraw applications (on receipt of negative recommendations from LFPRC)
March 15	Dean of Libraries decides whether to recommend/not recommend candidates, submits recommendations to candidates and LFPRC, and submits dossiers and recommendations to Provost
April 1	Candidates notify Dean of Libraries of intention to move forward to Provost or withdraw application (on receipt of negative recommendations from Dean of Libraries)
May 1	Provost sends recommendations to President
May 15	President notifies candidates in writing of permanent status decision. Dean notifies LFPRC of final decisions.

Application Form and Dossier Content Checklist
Library Faculty Application for Promotion/Permanent Status

Name	Date of Application	Current Rank
Applying for: (Please circle)	Promotion	Permanent Status

Dossier Content Checklist
(check each applicable item)

- † Signed and dated CV.
- † Promotion/permanent status statement – signed by supervisor.
- † Application form (see above).
- † Original transcript(s) documenting study during review period.
- † Up to 3 professionally relevant publications and title page of others.
- † Service information including: committee names; meeting dates and durations; positions held; assignments undertaken / given; awards.
- † Talks and/or presentations given including dates, audience, and description of content.
- † Exhibits, performances, demonstrations and other creative activities.
- † Contracts and grant information, including co-authors, amounts, and details.
- † Fellowships, prizes, and awards including textual descriptions.
- † Editorships, editorial boards, and reviewing activities for journals and other learned publications including textual descriptions and up to three examples of work.
- † Manuals, notes, software, Web pages, and other contributions to professional activities (such as bibliographic instruction, online tutorials).
- † Items supplied by others.