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Chapter 2 – Faculty Employment

APPOINTMENT, RANK AND TENURE OF FACULTY (BOR II-1.00)

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

Appointment of Faculty

A. Search Process

1. Determination of Tenure Track Position to be Filled.

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

2. Visiting Faculty Appointments.

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

3. Formation of Search Committee.

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


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

A suitable amount of time should be allowed between the day the ad will be published in a particular publication and the deadline for applications to give applicants enough time to contact their references, etc.

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

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

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

5. Placement of Job Announcement/Recruitment Sources.

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

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

b. Copies of the position announcement mailed to universities with graduate programs. Address labels for predominantly black colleges and universities with graduate programs are available from the office of Affirmative Action.

c. Early and timely advertisement in national publications or general circulation media. Examples: The Chronicle of Higher Education; Science.

d. Early and timely advertisement in professional journals. Examples: Physics today; American Political Science Association's employment bulletin.


f. Contact by phone or mail with academic institutions having graduate programs where students may possibly be qualified for the position. It should be noted that if a committee sends its job announcement to colleges and universities that graduate predominantly white males then similar efforts must be made to reach institutions with a high proportion of minorities and women among their graduate school population.

g. Copies of the position announcement mailed to universities with graduate programs. Address labels for predominantly black colleges and universities with graduate programs are available from the office of Affirmative Action.

h. Early and timely advertisement in publications serving minority and female readerships that advertise position vacancies. (Listing is available in the office of Institutional Accountability and Research. Examples include the Affirmative Action Register, Black Issues in Higher Education, etc.)

i. Personal communication by members of the committee with professional contacts.

j. Recruitment at professional conferences, including those oriented to minority students and educators.

k. Contact with selected black organizations (e.g., Caucus of Black Sociologists), which may provide recruitment assistance. (A listing of these organizations is available in the Affirmative Action Office.)

l. Use of a listing of colleges and universities participating in the U.S. Department of Education's Graduate and Professional Opportunities Program (which awards fellowships to graduate students demonstrating financial need). (Available in the Affirmative Action Office.)

m. Use of the CIC Directory of Minority Ph.D. Candidates and Recipients, a sample of which is available in the Office of Institutional Accountability and Research, and in its entirety in the Affirmative Action Office.

n. Posting on campus bulletin boards.

o. Reviewing the resumes of those who have submitted unsolicited applications.

p. Personal communication with minority and female staff members and alumni for their suggestions.
6. Acknowledging Receipt of Applications and Use of EEO Statistical Information Form.

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

7. Screening and Permission to Interview.

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

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

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

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


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

9. Invitations to Interview.

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

10. Interviews.

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

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

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


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

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


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


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


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


Emergency recruitment is warranted where death, medical leave of absence, resignation, dismissal, or suspension have resulted in a vacancy of an existing position: (1) during a semester in which the incumbent was working where the event was not foreseeable prior to two months of its occurrence, or (2) where the vacancy occurs after spring semester commencement prior to a fall semester in which the incumbent was assigned to teach.

No emergency hires will be made for tenure or tenure-track positions. Emergency hires will be considered temporary.
Where an emergency recruitment situation as defined above exists, the following procedures apply:

a. The appropriate provost will notify the affirmative action officer of the emergency situation. Any disagreement as to the existence of an emergency situation will be resolved by the president.

b. If time permits, the supervisor or department chair will devise a limited advertisement and recruitment plan which must be approved by the appropriate administrator or dean along with an approved job description.

c. A screening committee consisting of at least two appropriate academic administrators (e.g., provost, dean, department chair) and at least one other appointed faculty member will screen the candidates and/or candidates recommended by the department chair or supervisor.

d. The department chair will maintain documentation of evaluation criteria and all other related correspondence to the selection.


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

B. Offers of Appointment

1. A final offer of appointment can be made only with the approval of Salisbury University's president or provost.

2. The official letters of appointment to the faculty at Salisbury University appear in Appendix B and provide for both the general terms of employment at the university and any specific terms of employment, which may be negotiated by the university and the new faculty member at or prior to appointment and as a part of employment.

3. In negotiation with the successful candidate who is coming in without tenure, the president (or her designee) may grant up to a maximum of three years prior service credit to count towards tenure.

4. In addition to the official letter of appointment, each new faculty member will receive a copy of the Salisbury University's Faculty Handbook, which includes University System of Maryland-wide policies and procedures relating to the appointment, rank and tenure of faculty as approved by the Board of Regents, and all Salisbury University policies and procedures relating to the appointment, rank and tenure of faculty as approved by the president of Salisbury University and the chancellor of the University System of Maryland. Subject to the provisions in paragraphs I.C.15 and I.C.17 of the University System of Maryland's APPOINTMENT, RANK AND TENURE POLICY, the terms described in Salisbury University's letter of appointment, together with the policies reproduced in appropriately designated portions of Salisbury University's Faculty Handbook constitute a contractually binding agreement between Salisbury University and its faculty appointees.

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

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

1. Adjustments in salary or advancement in rank may be made under these policies, and, except where a definite termination date is a condition of appointment, the conditions pertaining to the rank as modified will become effective as of the date of the modification.

2. Appointments to the rank of full-time instructor are for a term not to extend beyond the end of the fiscal year during which the appointment becomes effective. An appointment to the rank of full-time instructor will be renewed automatically for the second year and succeeding years unless the appointee is notified in writing to the contrary by March 1 during the first year of service and by December 15 during the second year and succeeding years of service.

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

3. Subject to any special conditions specified in the letter of appointment, full-time appointments to the rank of assistant professor will be for an initial term of one to three years. The first year of the initial appointment is a probationary year, and the appointment may be terminated at the end of that fiscal year if the appointee is so notified by March 1. In the event that the initial appointment is for two years, the appointment may be terminated if the appointee is so notified by December 15 of the second year. After the second year of the initial appointment, the appointee will be given one full year's notice if it is the intention of Salisbury University not to renew the appointment. If the appointee does not receive timely notification of non-renewal, the initial appointment shall be extended for one additional year. An initial appointment may be renewed for an additional one, two, or three years. Except as set forth in paragraph C.4 below, an appointment to any term beyond the initial appointment will terminate at the conclusion of the additional term unless the appointee is notified in writing that it is to be renewed for another term allowable under University System policies, or the appointee is granted tenure. Such appointments may be terminated at any time in accordance with paragraphs C.6 through C.11.

4. An assistant professor whose appointment is extended to a full six years will receive, no later than the sixth year, a formal review for tenure. The appointee will be notified in writing, by the end of the appointment year in which the review was conducted, of the decision to grant or deny tenure. Notwithstanding anything in paragraph c to the contrary, a full-time appointee who has completed six consecutive years of service at the institution as an assistant professor, and who has been notified that tenure has been denied, will be granted an additional and terminal one-year appointment in that rank, but, barring exceptional circumstances, will receive no further consideration for tenure.

5. Full-time appointments or promotions to the rank of associate professor or professor require the written approval of the president of the institution. Promotions to the rank of associate professor or professor carry immediate tenure. New full-time appointments to the rank of associate professor or professor may carry immediate tenure. Otherwise, such appointments will be for an initial period of one to four years, except that initial appointments for individuals with no prior teaching experience may be for a maximum of six years, and will terminate at the end of that period unless the appointee is notified in writing that he or she has been granted tenure. An associate professor or professor who is appointed without tenure will receive a formal review for tenure. If the appointment is for an initial period of one year, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by March 1 of that year. If the appointment is for two years, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by no later than December 15 of the second year. If the appointment is for more than two years, then the formal review must be completed, and notice must be given that tenure has been granted or denied, by no later than one year prior to the expiration of the appointment. Appointments carrying tenure may be terminated at any time as described under paragraphs C.6 through C.11.

6. A term of service may be terminated by the appointee by resignation, but no resignation will become effective until the termination of the appointment period in which the resignation is offered except by mutual agreement between the appointee and the president of Salisbury University or designee.

7. The president of Salisbury University may terminate the appointment of a tenured or tenure-track appointee for moral turpitude, professional or scholarly misconduct, incompetency, or willful neglect of duty, provided that prior to the termination the following steps are taken:

   a. The charges are stated in writing and the appointee is furnished a copy thereof; the Faculty Mediation Committee of the Faculty Senate is asked by the president to informally inquire as to the possibility of effecting an adjustment to the situation which would prevent termination;
b. where such mediation fails, the appointee is given an opportunity to request a hearing by the University Academic Freedom and Tenure Committee.

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

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

8. If an appointment is terminated in the manner prescribed in paragraph 7, the president of the university may, at his or her discretion, relieve the appointee of assigned duties immediately or allow the appointee to continue in the position for a specified period of time. The appointee's compensation will continue for a period of one year commencing on the date on which the appointee receives notice of termination. A faculty member whose appointment is terminated for cause involving moral turpitude or professional or scholarly misconduct will receive no notice or further compensation beyond the date of final action by the president or the Board of Regents.

9. The institution may terminate any appointment because of the discontinuance of the department, program, school or unit in which the appointment was made; or because of the lack of appropriations or other funds with which to support the appointment. Such decisions will be made at Salisbury University in accordance with the procedures detailed in (See Faculty Retrenchment, BOR II - 8.00). The president of the university will give a full-time appointee holding tenure notice of such termination at least one year before the date on which the appointment is terminated.

a. If the need arises for reduction or reallocation of faculty, the university will develop a retrenchment plan, which protects the due process rights of faculty. The university will also establish a Retrenchment Appeals Committee with a majority membership of tenured faculty elected by the faculty.

b. The retrenchment plan will be used to make recommendations to the president about which faculty positions should be terminated at the University and/or which positions should be reallocated in some way. The Retrenchment Appeals Committee has the responsibility of hearing appeals from faculty who have been notified of termination or reallocation and determining the validity of termination or reallocation on the basis of 1) incorrect computation of years of service or 2) incorrect analysis of a faculty member’s qualifications for satisfying a critical need of a program or a department.

c. Final decisions on retrenchment and reallocation of faculty will be made on the basis of Salisbury University's educational mission, its needs to maintain program integrity, its needs to maintain financial viability and to be responsive to the needs of its clientele.

10. Notwithstanding any other provisions to the contrary, the appointment of any nontenured faculty member 50% or more of whose compensation is derived from research contracts, service contracts, gifts or grants, will be subject to termination upon expiration of the research funds, service contract income, gifts or grants from which the compensation is payable.

11. Appointments will terminate upon the death of the appointee. Upon termination for this cause, the institution will pay to the estate of the appointee all of the accumulated and unpaid earnings of the appointee plus compensation for accumulated unused annual leave.

12. Appointments to all other ranks not specifically mentioned in A.1 (Faculty Ranks, Promotion, Tenure and Permanent Status) and all part-time appointments are for terms not to extend beyond the end of the fiscal year unless otherwise stipulated in the letter of appointment. Faculty appointed to
ranks not specifically mentioned in A.1 on a full-time basis for a term not less than one academic year shall receive notice of non-renewal of contract based upon their length of continuous full-time service in such ranks. If such service is less than seven years, at least 90 days notice is required. If such service equals or exceeds seven years, at least six months notice is required. If the required notice is not provided prior to the termination of the then-current contract, this condition may be remedied by extending the contract by the number of days necessary to meet the notice requirement.

13. If in the judgment of the appointee's department chair or supervisor, a deficiency in the appointee's professional conduct or performance exists that does not warrant dismissal or suspension, a moderate sanction such as a formal warning or censure may be imposed, provided that the appointee is first afforded an opportunity to contest the action through application to the Faculty Welfare Committee.

14. Unless the appointee agrees otherwise, any changes that are hereafter made in paragraphs 1-13 will be applied only to subsequent appointments.

15. Compensation for appointments under these policies is subject to modification in the event of reduction in State appropriations or in other income from which compensation may be paid.

16. Appointees will be subject to all applicable policies and procedures duly adopted or amended from time to time by Salisbury University or the University System of Maryland, including but not limited to, policies and procedures regarding annual leave; sick leave; sabbatical leave; leave of absence; outside employment; patents and copyrights; scholarly and professional misconduct; retirement; reduction, consolidation, or discontinuation of programs; and criteria on teaching, scholarship and service.

Faculty Ranks, Promotion, Tenure and Permanent Status (this portion of the ART document was approved by Faculty Senate, Fall 2000) Note: Salisbury University is in the process of developing new policy for the sections that have an asterisk (*).

A. General Principles

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

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

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

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

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

*Each institution shall develop criteria and procedures for the review process leading to the granting of promotion and/or permanent status to occur no later than the sixth year of continuous full-time employment. An appointee who has been notified that permanent status has been denied shall be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances, shall receive no further consideration for permanent status. Permanent status can be awarded only by an affirmative decision based upon a formal review. Individuals who have been granted permanent status under BOR VII-2.15 B POLICY ON LIBRARIANS, which is superseded by this policy, shall retain this status. Appointments of faculty librarians with permanent status may be terminated at any time for cause. Cause shall include moral turpitude, professional or scholarly misconduct, incompetence, and/or willful neglect of duty. In addition to being terminated for cause, faculty engaged exclusively or primarily in library services may be terminated because of the discontinuation of the department, program, school, or unit in which the appointment was made or because of the lack of appropriations or other funds with which to support the appointment. Procedures for termination of faculty librarians with permanent status are those that apply to tenured and tenure-track faculty, as described in C.6 through C.11.
Appointments of faculty librarians who do not have permanent status may be terminated for cause under policies and procedures that apply to non-tenure track faculty.

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

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

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

2. In addition to the ranks listed in C. Faculty Ranks, there may also be such other faculty ranks as institutions shall define and include in their respective appointment, rank, and tenure policies, subject to the approval of the Board of Regents.

3. Institutions should specify in writing to faculty at the time of appointment the length of appointment and the applicable terms and conditions of the appointment with regard to tenure.

B. Criteria and Procedures for Promotion and Tenure

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

2. *The activities considered to be within the criteria for promotion and tenure shall be flexible and expansive. The assessment of teaching, research/scholarship/creative activities, and service during the promotion and tenure process shall give appropriate recognition, consistent with the institution’s mission, to faculty accomplishments that are collaborative, interdisciplinary, and inter-institutional and to faculty innovations in areas such as undergraduate education, minority-achievement programs, K-16 curriculum development, and technology-enhanced learning.

3. *Every institution shall have written procedures governing the promotion and tenure process. Following review for form and legal sufficiency by the Office of the Attorney General, these procedures must be submitted to the Chancellor for review and approval. These procedures shall include, at a minimum, the following:

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

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

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

C. Faculty Ranks

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

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

   a. Instructor

      1) As a minimum, a master's degree in the subject field in which the faculty member teaches.

      2) Pursuit of continued graduate study toward a doctorate or other terminal degree. Upon completion of requirements for the terminal degree, an instructor who meets the requirements for assistant professor may be recommended for promotion to the rank of assistant professor.

      3) Tenure normally will not be granted at the rank of instructor. The institution will determine the standard for granting tenure in exceptional circumstances.

      4) Evidence of potential for effective university teaching.
5) Willingness to participate in the activities of the academic community.  

b. Assistant Professor  

1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.  

2) Evidence of effective teaching.  

3) Participation in the activities of the academic community at the department, school and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization.  

c. Associate Professor  

1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.  

2) A minimum of six years of full-time university/college teaching experience with at least five years in assistant professor rank. Exceptions may be made for comparable professional activity or research by the provost.  

3) Excellence in teaching.  

4) Evidence of scholarly contribution in the area of specialization including, but not limited to, activities such as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.  

5) Participation in the activities of the academic community at the department, school and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization.  

d. Professor  

1) The earned doctorate or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.  

2) A minimum of ten years of full-time university/college teaching experience and at least seven years in the associate professor rank. Exceptions may be made for faculty who have attained national distinction for comparable professional activity or research by the provost.  

3) Excellence in teaching.  

4) Evidence of scholarly contribution in the area of specialization including, but not limited to, activities such as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.  

5) Participation in the activities of the academic community at the department, school and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and
evidencing interest in external community activities related to the faculty member's area of specialization.

2. Faculty Engaged Exclusively or Primarily in Library Services

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

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

b. Librarian II: Appointment or promotion to this rank signifies that the librarian has demonstrated effective professional knowledge and skills significantly above those expected of a Librarian I. Normally, a minimum of three years of professional experience is required.

c. Librarian III: Appointment or promotion to this rank signifies that the librarian has mastered the skills, knowledge, and techniques of librarianship and has made meaningful contributions to the library, the institution, the library profession, and/or an academic discipline. Normally, a minimum of six years of professional experience is required, three of which must be at a level comparable to the rank of Librarian II at the appointing USM institution.

d. Librarian IV: Appointment or promotion to this rank is exceptional. This rank is awarded to those librarians who have made distinctive contributions to the library, the institution, the library profession, and/or an academic discipline. This rank normally requires a minimum of nine years of professional experience, at least three of which must be at a level comparable to the rank of Librarian III at the appointing USM institution.

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

3. Additional Faculty Ranks

a. Lecturer: This title may be used for appointment at any salary and experience level of persons who are competent to fill a specific position but who are not intended to be considered for professorial appointment. Appointments to this rank shall be for terms not to exceed three years and are renewable.

b. Senior Lecturer: In addition to having the qualifications of a Lecturer, the appointee shall have completed at least six years as a Lecturer (or in a rank at another institution of higher education that is accepted as comparable to Lecturer), and shall have established a record of teaching excellence and a record of service. Fewer than six years experience may qualify one for this rank if approved by the President or designee. Appointments to this rank shall be for terms not to exceed five years and are renewable.

c. Artist-in-Residence; Writer-in-Residence; Executive-in-Residence: This title may be used to designate temporary appointments, at any salary and experience level of persons who are serving for a limited time or part-time, and who are not intended to be considered for professorial appointment.

d. Adjunct Assistant Professor; Adjunct Associate Professor; Adjunct Professor: These titles are used to appoint outstanding persons who may be simultaneously employed outside the institution. The appointee should have expertise in the discipline and recognition for accomplishment sufficient to gain the
endorsement of the preponderance of the members of the faculty of the department to which he or she is appointed. Appointment is made on a semester or an annual basis and is renewable. These titles do not carry tenure.

e. Visiting Appointments: The prefix “Visiting” before an academic title is used to designate a short-term, full-time appointment without tenure.

f. Emeritus Faculty Appointments: Emeritus status may be bestowed by an institution on the basis of both quality and length of service to the institution. Each institution shall establish guidelines and procedures for awarding this title. Emeritus titles at the System level may be bestowed by the Chancellor.

g. Distinguished University Professor: This title may be bestowed by an institution to provide special recognition to faculty members. Each institution that chooses to utilize this title shall establish guidelines and procedures for awarding it.

D. Procedures for Promotion of Faculty

1. Following are the procedures for promotion of faculty at Salisbury University that takes place in the spring semester of each academic year. Faculty at Salisbury University are recommended for promotion on the basis of their a) eligibility by rank and degree as established by the Office of Academic Affairs and b) recommendation by the Committee on Promotions. The University Committee on Promotions is composed of eight voting members: a designated tenured Senator, four tenured faculty elected from and by their respective schools, and three tenured faculty elected at large, two retiring in each of two years, and three retiring every third year. These faculty may not themselves be eligible for promotion during their term of service on the committee. All materials submitted by faculty for consideration for promotion will be maintained in confidence and safekeeping by the University Committee on Promotions.

a. Faculty members who seek promotion obtain certification of eligibility by rank and degree from the Office of Academic Affairs and submit this with documentation that they have met the criteria for promotion as described in section B.1 (Criteria and Procedures for Promotion and Tenure) of this document to their departmental promotions committees for endorsement. (Requirements for the number of faculty who serve on departmental promotions committees, procedures for the selection of those faculty and the criteria used in their selection are described in Appendix N.)

b. Departmental promotions committees add their recommendations to the candidate’s application file and forward the file to department chairs, who in turn add their recommendations to the candidate’s application file and forward the file to the deans of their schools. Deans of schools add their recommendations to the candidate’s application file and forward the file to the University Committee on Promotions. Names of faculty recommended for promotion by their department promotions committees must go forward to the Committee on Promotions even if they do not receive approval from department chairs or deans of schools. Names of faculty recommended by departmental promotions committees which go forward lacking recommendation of a department chair or school dean is accompanied by written statements of non-recommendation they receive.

c. Each application for promotion should be initiated through the submission of credentials to a departmental promotions committee, the department chair and dean of the school. All applications for promotion must receive consideration by department committees, chairs and deans.

d. The Committee on Promotions reviews the recommendations for promotions which it has received from eligible faculty, with or without endorsement of departmental promotions committees, department chairs or deans using the criteria described in section B.1 of this policy and the guidelines described in section D.1 of this document.

e. The Committee on Promotions sends its recommendations for faculty promotions to the provost and privately notifies, in writing, each faculty member who has applied for promotion of its recommendation.

f. The provost reviews recommendations for faculty promotion submitted by the Committee on Promotions and makes recommendations for faculty promotion to the president.

g. The president in consultation with the provost makes final decisions regarding faculty who will be promoted and faculty who will not be promoted and the president notifies faculty of these decisions in writing.
h. The provost and the president of the university may promote faculty who have not been recommended for promotion by their departmental promotions committees, department chairs, deans or the Committee on Promotions.

2. Deadlines for completion of each step in the procedures for the promotion of faculty are presented in Figure 1. below.

Figure 1. Procedures for Faculty Promotion

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

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

a. The balance between the areas of teaching/advising, scholarship and creative activities, and service is subject to professional peer evaluation within the following guidelines:

1) Teaching is the primary criterion for consideration. Assistant professors are expected to be effective teachers; associate and full professors are expected to be excellent teachers.

2) Achievement in scholarship and creative activities and in service are also expected of all candidates for promotion. The balance between these criteria may differ for individuals, but evidence of both is expected of all candidates for promotion.

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

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

6. As faculty members rise in professional rank, they will achieve wider recognition, and the quality of professional activities expected will increase. For example, it is expected that an assistant professor will have better professional credentials than an instructor, an associate professor better credentials than an assistant professor, and a professor better credentials than an associate professor.

a. **Teaching:** Of primary importance to any faculty member recommended for promotion is the demonstration of and the reputation for exceptional teaching. It is the responsibility of the candidate for promotion to demonstrate and produce support of this teaching expertise. That support may take the form of self-evaluation, peer evaluation, student evaluation, and any other recognized evaluative measures which the candidate or the department selects, such as syllabi of new course, samples of student work, and descriptions of innovative and creative classroom activities. Other factors will be considered, but promotion will not be granted without evidence of successful teaching.

Good teaching is the primary goal for faculty at Salisbury University. Good teaching implies the need for constant striving to improve and continual efforts to teach more effectively than previously. Good teaching includes fresh approaches to a course, innovations, creativity, designing productive experiments and field experiences, and eliciting creative work from students. Growth in teaching is demonstrated by specific activities such as creating new courses, revising curriculum and earning teaching awards because of improved teaching.

b. **Professional Activity:** The university expects faculty to be dedicated to scholarly pursuits and to be professionally active as evidenced by scholarly contributions in their professional area(s) of specialization and by participation in
the activities of academic and external communities. "Area of specialization" is defined as an area of knowledge or skill related to one's teaching or research in which an individual develops a recognized level of expertise.

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

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

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

Examples of Scholarship and Creative Activities

■ Participation in academic work related to one's area of specialization or the development of a new area of specialization.
  a) Taking courses, attending workshops, clinics, seminars, etc.
  b) Completing the academic (terminal) degree
  c) Obtaining and maintaining professional licensure, certification, etc.

■ Participation in research and/or creative activities.
  a) Carrying out research and/or creative projects
  b) Publishing research in a book and/or article

■ Participation in grant activities.
  a) Developing grant proposals
  b) Receiving grant awards

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

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

Examples of Service Activities

■ Performing voluntary administrative duties.
  a) Participating in university wide activities such as orientation, recruitment, etc.
  b) Participating in special university programs
  c) Providing school/department leadership

■ Assuming committee responsibilities.
  a) Being actively involved or providing leadership on school or department committees
  b) Being actively involved on committees of the University Forum and other university wide committees
  c) Performing leadership on committees of the University Forum
d) Being actively involved or providing leadership on system-wide committees

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

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

- **Performing Participation in external community activities.**
  a) Voluntarily contributing time and resources outside one's area of specialization
  b) Voluntarily contributing time and resources within one's area of specialization

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

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

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**E. Procedures and Policies forGranting ofTenure to Faculty (For school deans, see policy on tenure of school deans.)**

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

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

a. the criteria actually applied in the tenure decision be approved by the department in which the candidate is employed, be known to evaluators at all stages of the tenure decision process, and be communicated to candidates at the beginning of their employment.

b. all information regarding the candidate’s success in meeting those criteria be considered by those involved in making tenure recommendations and all information considered be disclosed to the candidate in a timely manner.

c. the criteria, and corresponding performance expectations, be applied consistently to all candidates and that the criteria be applied consistently to the same candidate over time.

d. the University’s procedures for conducting tenure review be adhered to by all participants, at all stages of the review.

e. periodic evaluations of each candidate’s progress toward meeting the criteria for tenure be reported to the candidate clearly and candidly as well as constructive guidance on the candidate’s future efforts.

2. Tenure recommendations are primarily the responsibility of the tenured faculty in the candidates department, subject to administrative approval. Since there is considerable diversity among academic departments, each department shall establish its own tenure review committee. Departmental committees will establish written standards/guidelines for faculty member performance necessary for the granting of tenure. Performance areas will include teaching, scholarship, and service. The written standards/guidelines for each department shall be subject to the approval of the tenured faculty of the department, the department chair, the dean of the
school, the provost, and the Committee on Academic Freedom and Tenure.

3. **Responsibilities and Structure of Department Tenure Review Committees**

   a. Each academic Department shall establish a Tenure Review Committee. This Committee will have the following responsibilities:

   1) Establish written standards/guidelines for faculty member performance necessary for the granting of tenure as described in Paragraph E2 above.

   2) Conduct annual progress reviews of all faculty in tenure line positions and meet with these faculty to discuss their progress toward tenure. These reviews will produce written reports advising each candidate of his/her progress in achieving the performance expected of a tenured faculty member, offering constructive suggestions where appropriate. Copies of these reports will be made available to the candidate and the Department Chair and the Dean. A copy will be preserved by the Tenure Review Committee.

   3) In the final probationary year of each tenure-line faculty member, this Committee will conduct a review of the candidate’s record and make a written recommendation to the Department Chair as to whether the candidate should be awarded tenure. (See Figure 2 below.)

   (In conducting this review, however, considerable weight must be assigned to those Progress Reports that guided the candidate’s subsequent actions and expectations.)

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

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

   1) No tenured faculty member of a Department may be denied membership on the Tenure Review Committee or a vote on the final tenure recommendation for a candidate. Faculty members on sabbatical leave may vote in the tenure process, faculty members on leave of absence may not vote in the tenure process.

   2) No individual may participate in the tenure recommendation process at more than one level. Therefore, if the Chairperson of a small department with less than three tenured faculty members available to sit on the departmental committee elects to sit on the Tenure Review Committee, the Chairperson is bound by whatever majority or minority reports are issued by the Committee, and shall not also forward his/her own, separate recommendation.

   3) Faculty members may not serve on Tenure Review Committees when the candidate is a member of their immediate family.

   4) When faculty from outside the candidate’s Department are included on the Tenure Review Committee (less than three tenured faculty members available to serve in the department), the candidate shall be presented with a list of potential extra-Departmental committee members by the tenured faculty of the Department. The candidate will have the right to reject no more than two names from that list.

   5) In the event that there are no tenured faculty members in an Academic Department, the Academic Freedom and Tenure Committee will, in consultation with the Department Chairperson, prepare a list of tenured faculty from related disciplines from which the candidate may strike two names.

4. **Annual tenure review procedures.**

   a. The annual tenure review process begins with submission by candidate to the Departmental tenure Review Committee of information regarding his/her performance during the previous two semesters with respect to the tenure criteria.

   b. All members of the Departmental Tenure Review Committee will thoroughly examine the information provided by the candidate along with previous years evaluations.
c. When the Committee has concluded its examination of the candidate's performance, it will prepare a report to the candidate. That report will express the Committee's candid assessment of the candidate's success in satisfying tenure requirements and offer recommendations, where appropriate, of how the candidate might better satisfy those requirements. Whereas tenure recommendations are primarily the responsibility of the tenured faculty, the recommendation of the Departmental Tenure Review Committee shall carry greater weight than any other recommendation in the review process.

d. A copy of this report will also be forwarded to the department chairperson and the dean. A copy will be retained by the Departmental Tenure Review Committee.

e. The department chairperson is to prepare a realistic and candid written evaluation annually for each tenure-track faculty member concerning his or her progress toward tenure. A copy of the chairperson's evaluation will be forwarded to the candidate and the dean. A copy will also be forwarded to the Departmental Tenure Review Committee for its consideration the following year. The department chairperson will also meet annually with each tenure-track faculty member to discuss this evaluation along with that of the departmental committee. This is not a merit evaluation, its purpose is to provide the candidate with a realistic appraisal of work to date and prospects for the future.

f. The dean will review the annual recommendations made by the departmental tenure review committee and the chairperson. The dean will also meet with the candidate and the department chairperson approximately midway through the tenure period and develop a written report of the candidates progress toward tenure. A copy of the dean's evaluation will be forwarded to the candidate, the department chairperson, and the chairperson of the Departmental Tenure Review Committee.

g. The department chairperson will maintain a tenure review file for each tenure-track faculty member in his or her department. This file should include a copy of the annual written evaluations made by the departmental review committee, the chairperson and the dean.

5. General policies and procedures for the final tenure review.

a. It is important that the five essential points to insure the integrity of the tenure process noted in E. 1. above be observed.

b. In the fall semester of each academic year, the Office of Academic Affairs establishes a list of all faculty who are eligible for review of their service for the granting of tenure in the subsequent academic year. The associate provost of academic affairs notifies deans of the names of faculty in each academic department who should be reviewed for tenure so that reviews may be carried out in accordance with System policy for such reviews.

c. Upon receipt of names of faculty eligible for tenure, deans will notify the candidates and their respective chairpersons. Deans will also forward to the candidate a copy of his or her contract and statement of certification of years of service for inclusion in their tenure application file.

d. The applicant is responsible for assembling the tenure application file and forwarding it to the chairperson of the departmental tenure review committee. At a minimum, the candidate's tenure review file should include the following:

1) The tenure application described in appendix D.

2) The applicants contract.

3) Statement of certification of years of service (provost office).

4) Evidence of teaching, professional development and service. This information should be organized in accordance with the promotions committee's requirements as described in Appendix C.

5) Evaluations made by the departmental tenure review committee, the chairperson, and the dean for all previous years.

e. Review procedures for the departmental review committee, the chairperson and the dean are the same as described in the annual review procedures with the following additions:

1) Significant positive events that occur or emerge after the tenure application has been submitted are to be considered. It is the responsibility of the applicant to forward evidence of the positive event to his or her department chairperson. The department chairperson will see that the
tenure application is updated. Previous evaluators will also be expected to consider these events.

2) Significant negative events that occur or emerge after the tenure process has begun are to be considered. The applicant will be notified of the allegation and given an opportunity to respond. Some allegations may be considered exclusively by the tenure committee. Other allegations may require channeling into other university dispute mechanisms and the suspension of the tenure process until their conclusion.

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

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

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

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

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

1. The president of the university has the final authority to decide on appeals from faculty for tenure decision.

2. Appeals by faculty of tenure decisions may be made only on the basis of an allegation of error in procedures or in due process of policy and/or procedure. Mere disagreement with the substance of recommendations of departmental committees, department chairs, deans of schools, and the provost or with the decisions of the president is not cause for appeal.

3. Appeals by faculty which are related to allegations of unlawful discrimination based arbitrarily upon race, color, national origin, sex, age, marital status or handicap will be heard by the Academic Freedom and Tenure Committee and also be handled through Grievance Procedures for Faculty which deal with those situations.

4. When a faculty member wishes to appeal a tenure decision, the faculty member will notify the provost who will in turn notify the president. The president
will then refer the case for review and recommendation to the Committee on Academic Freedom and Tenure which will serve as an appeals hearing board.

5. The Academic Freedom and Tenure Committee may gather information; hold hearings; meet with faculty, department chairs, deans, other committees, administrators, and other parties; offer counsel; mediate; and perform the investigations it believes necessary to make a recommendation to the president concerning the appeal. The president, who has final authority for tenure decisions, will notify the Academic Freedom and Tenure committee of his or her final decision. The Academic Freedom and Tenure Committee may, after a preliminary investigation, decide not to pursue a grievance or to forward the grievance to another committee. In general, candidates should not be either harmed or benefited by failures in the process.

6. The Academic Freedom and Tenure Committee will maintain its deliberations in strict confidence and will gather necessary information and forward recommendations with the utmost discretion.

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

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

1. Introduction

The mission of the Library entails close relations between library faculty and the academic programs of the University. Librarians at Salisbury University hold non-tenure faculty status and are allied with the academic teaching faculty in accomplishing instruction and research objectives. In order to better realize these evolving objectives, library faculty are expected to continue study in their field and to advance themselves professionally. This perception of librarianship at SU is intended to promote continued professional accomplishment, to encourage and reward higher standards of performance and, ultimately, to benefit the University. Library faculty, both full and part-time staff, are employed at libraries within the University System of Maryland (USM) within the context of two systems:

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

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

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

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

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

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

2. Library Faculty Ranks

See Policy on Appointment, Rank and Tenure of Faculty

3. Procedures for Assignment of Rank upon Initial Appointment

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

The general criteria for initial assignment, any subsequent promotion in rank, and permanent status measure the librarian’s contributions to the University and librarianship. These include: quality of performance in the area of the candidate’s responsibility, as well as the quality of service on library committees and task forces, library instructional activities, professional activity outside the library, research and academic achievement and participation in University affairs. The criteria are not of equal significance and the degree of importance given to any one of them may vary from one candidate to another.

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

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

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

5. Job Performance

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

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

6. Library Committees, Special Assignments and University Service

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

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

7. Professional Activities, Continuing Education, Research and Publications

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

Examples of such participation include:

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

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

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

a. Librarian II level indicators:

Candidates must meet all of the following

1) Job Performance

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

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

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

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

2) Professional Activities, Continuing Education, Research, Publications

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

Documented attendance at some off-campus professional meetings.

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

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

b. Librarian III level Indicators

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

1) Successful documented completion of a major relevant project (approved in advance by the supervisor and the library administration) or improvement within the Library.

2) Evidence of leadership and initiative in projects and assignments, which extend beyond areas of responsibility.

3) At least two publications (or works accepted for publication), or presentations in areas of library expertise, or creative projects.

4) Successful service on a committee, activity, task force or project outside of Blackwell Library.

5) Leadership or very high quality participation in professional activities.

c. Librarian IV Indicators

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

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

2) Winning a grant and successfully completing the grant project.

3) Producing a major improvement for the SU Library or chairing a group, which realized such improvement.

4) Achieving unusual formal recognition, honors or awards for outstanding service or leadership over an extended time period or for an exceptional achievement.
5) Leadership or teaching within the Library in which other staff members have benefited over a period of time, or high level training of other staff.

6) A publication record.

9. Dossier Contents and Responsibilities

a. Items to be supplied by the candidate at initial application for promotional review:

1) Resume

2) Summary of Professional Activities during the Review Period - one page prepared by the candidate and signed by the supervisor(s).

3) Transcript(s) - Original Transcript(s) documenting any formal continuing studies during the review period.

4) Publications - copies of up to 3 professionally-relevant publications.

5) Other - The candidate may submit any other materials concerning his/her professional capabilities and accomplishments which support the application for promotion.

b. Items to be supplied by others during the course of promotional review:

1) Current position description - updated as necessary by the supervisor and candidate. Added to the dossier by the Dean of Libraries and Instructional Resources.

2) Performance Appraisals - the two most recent annual performance appraisals completed by the librarian’s supervisor(s) using standard SU forms. Added to the dossier by the Dean of Libraries and Instructional Resources.

3) Letters of Reference - correspondence to and from any references and any letters of reference.

4) Other - Additional information from inside and outside the library in order to complete documentation needed to make a recommendation.

a) letter from LFPRC to candidate requesting information
b) candidate response
c) other documents deemed appropriate by the candidate

5) Recommendations and Actions - (1) letter conveying decision of LFPRC supplied by LFPRC Chair; (2) decision of Dean of Libraries and Instructional Resources; (3) decision of Provost or designee.

10. The Library Faculty Promotion Review Committee

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

a. The LFPRC is a standing committee, which consists of three librarians above the rank of Librarian I. The Dean of Libraries and Instructional Resources is ineligible for service on the Promotion Review Committee.

b. Two members and one alternate are to be elected by the library faculty staff of the SU Library holding regular line item (non-temporary, non-contractual) appointments. One member and an alternate for that member is appointed by the Library Dean.

c. The term of service for committee members is two years. Members serve staggered terms to preserve continuity from one year to the next. An alternate serves a one-year term. Following the completion of a full term on the LFPRC, a member is ineligible for election to the LFPRC for a period of one year.

d. No committee member may be present at or participate in discussion or vote on his or her own application for promotion, nor may any member be present at or participate in discussion or vote on the application of his or her direct supervisor. Nor may any member be present at or participate in discussion or vote on the application of any individual with whom there may be a clearly defined conflict of interest. The Dean of Libraries and Instructional Resources will be responsible for identifying such situations and informing the LFPRC of them in writing prior to the first meeting of the Committee. Should the LFPRC have questions concerning other potential conflicts of interest, the Dean of Libraries and Instructional Resources will be responsible for deciding whether a member of the Committee should be excluded from participating in
discussion or voting on a candidate’s application for promotion.

e. At its first meeting within a review cycle, the LFPRC members shall elect one of the committee members to serve as chair of the committee. Depending on which librarians apply for promotional review during a particular annual review cycle, it is possible that no single committee member would be eligible to serve as chair for review of all the librarian candidates. In such circumstances, the committee should elect an additional chair to supervise and conduct those reviews for which the first chair is ineligible to serve as a voting member. Alternates shall attend the meetings of the committee but shall vote only when needed to constitute a quorum. The term of the chair is one year. The chair may serve successive terms as chair.

f. A quorum shall consist of three members of the Committee.

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

11. Procedures and Calendar for Promotional and Permanent Status Review

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

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

12. Promotion Review Sequence

a. The Dean of Libraries and Instructional Resources shall notify all Library Faculty without permanent status who are in their required review year no later than July 15 that they must apply for permanent status. (see Section 13, “Promotional Review Timetable”)

b. Except as provided in #1 above, librarians are responsible for tracking their eligibility for promotional review, in consultation with the Library Dean, and for initiating the review process at the appropriate time, if they so elect.

c. The candidate for promotion must submit a dossier to the Library Dean by August 15 (See #9: “Dossier Contents and Responsibilities”). The Dean shall confirm receipt of the dossier in writing to the candidate. The Library Dean shall add to the dossier copies of the two most recent SU supervisory evaluation forms completed. The Dean shall make the candidate’s dossier available for use by the Chair of the LFPRC and for LFPRC committee members thereafter under secure and confidential conditions. All parties are responsible for maintaining security and confidentiality of these materials.

d. The Chair of the LFPRC forwards a copy of the updated curriculum vitae from the dossier to the candidate’s current supervisor(s) and requests a letter of reference assessing the candidate’s job performance and any other areas that the current supervisor(s) may be able to evaluate. In those cases in which the current supervisor has been in the position for less than one year, the past supervisor will be contacted as well.

e. In order to provide the LFPRC and responsible administrators with broad based documentation of achievements, candidates should supply the Committee with those materials sufficient to document their entire range of achievements, for both job performance and professional development. The LFPRC may solicit additional information to ensure that the LFPRC receives a full picture of the candidate’s activities. Any letters of reference shall be kept in strictest confidence so as to protect the privacy of the candidate and to encourage references to be frank and accurate in their descriptions of candidates’ strengths and weaknesses. Under no circumstances shall the candidate see the letters nor shall the contents of the letters be made public.
f. The supervisor’s letter of reference and any other letters of reference shall be submitted to the Chair of the LFPRC by September 15. This material becomes part of the candidate’s dossier. It is considered confidential material for the use of the LFPRC. In the event letters of reference or the supervisor’s evaluation are not received by September 15, the Dean of Libraries and Instructional Resources will be advised of the delay.

g. The Committee shall complete its consideration and reach a decision by secret ballot and shall send written notification of its vote result and recommendation to both the candidate and the Dean of Libraries and Instructional Resources by October 15. This letter shall become part of the dossier. If the recommendation is negative, the candidate may either request that the dossier be forwarded to the Dean of Libraries and Instructional Resources or may withdraw at this point from further consideration. The candidate must notify the Dean of Libraries and Instructional Resources in writing of his/her intention to forward or withdraw his or her application for promotion by November 1.

h. In the event that the candidate withdraws from further consideration at this point, the dossier shall be treated as described in item k. Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.

i. The Dean of Libraries and Instructional Resources receives the dossiers and evaluates each. The Library Dean shall accept or reject the request for promotion in writing, and provide copies of that document to the candidate and the LFPRC by December 1. The candidate either may request that the dossier be forwarded to the Provost or his designee or may withdraw from further consideration.

The candidate must notify the Dean of Libraries and Instructional Resources in writing of his/her intention to forward or withdraw his application for promotion by December 15. In the event that the candidate withdraws from further consideration at this point, the dossier and its supporting documentation shall be treated as described below (Item k). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.

j. The Provost or designee receives the dossiers and the written recommendation or non-recommendation of the Dean of Libraries and Instructional Resources. The Provost or designee will notify the candidate and the Dean of Libraries and Instructional Resources in writing of his/her approval or disapproval by January 25. The Library Dean shall then notify the LFPRC of the final decision status in writing by February 5. The dossier shall be treated as described below (Item k). Should the candidate apply for promotion at another time, there shall be no discussion of or reference to any previous application by the candidate. Each application for promotion is to be considered solely on its own merits at the time it is submitted.

k. At whatever point the promotion process is terminated, the dossier and all related correspondence and notes shall be retained in its entirety by the Dean of Libraries and Instructional Resources. This supporting documentation shall be sealed and kept in a separate secure promotion file apart from the candidate’s personnel file. Appropriate records retention procedures and schedules will be followed.

13. Promotional and Permanent Status Review Timetable

a. Promotion from Librarian I

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

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

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

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

b. **Promotion from ranks of Librarian II and Librarian III**

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

1) Promotion from Librarian II to Librarian III

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

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

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

2) Promotion from Librarian III to Librarian IV

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

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

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

c. **Early Promotion**

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

d. **Permanent Status Review**

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

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

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

e. **Appeal of Promotion and Permanent Status Decisions**

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

f. **General Appeals**

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

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

15. Removal for Cause

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

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

b. the Provost is asked by the President to informally inquire as to the possibility of effecting an adjustment to the situation, which would prevent termination;

c. where such mediation fails, the appointee is given an opportunity to request a hearing by an impartial hearing officer appointed by the President or the Provost.

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

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

H. Tenuring of School Deans

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

Procedures for Granting Tenure to School Deans

1. All vacancy announcements will indicate that successful candidates must meet tenure approval in an academic department.

2. When the search committee has selected those finalists they desire to interview, the search committee shall request each appropriate departmental tenure committee to review and tentatively approve such candidates before an invitation to interview will be made. Tenure committees will provide such notification within five (5) working days.

3. In the event a candidate’s educational and teaching background does not clearly fit within one of the university’s academic departments, the provost will notify the schools’ department chairs who will review the applicant’s background and forward the credentials to the most appropriate tenure committee.

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

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

Approved 11/7/97

FACULTY ACADEMIC CREDENTIALS (BOR II-1.02)

1. Persons seeking appointment to the Salisbury University faculty must accompany their initial applications with a curriculum vitae which they certify as accurate and correct.

2. Persons seeking appointment to tenured status must submit for review letters of recommendation from recognized professionals and/or experts that attest to proficiency and excellence in teaching, scholarship
or research, creative activity and community and professional service as appropriate.

3. Each person preparing to accept faculty appointment at Salisbury University is required to send an official, sealed transcript from the institution that awarded the highest degree claimed by the prospective faculty member and a completed Employment Data Sheet to the provost.

4. The Office of Academic Affairs makes a record of all faculty transcripts and Employment Data Sheets received and places transcripts and data sheets on file in the Human Resources' Office.

CONCURRENT FACULTY AND ADMINISTRATIVE APPOINTMENTS (BOR II-1.03)

1. Each faculty member appointed to a concurrent administrative position shall receive a formal letter of appointment.

   a. Any faculty member who is appointed to a concurrent administrative position shall receive a formal letter of appointment separate from his or her faculty contract or appointment letter.

   b. A person who is simultaneously appointed to a faculty position and a concurrent position shall receive a separate contract or appointment letter for each position.

   c. A serving administrator who is appointed to a concurrent faculty position shall receive a faculty contract or appointment letter separate from his or her administrative appointment letter.

2. A faculty member who holds a concurrent administrative position serves in that position at the pleasure of the appointing authority unless otherwise specified in the appointment letter. For such faculty members, termination of the administrative appointment does not affect faculty status.

3. Appointment letters for concurrent administrative positions shall:

   a. State that the appointee serves at the pleasure of the appointing authority or, if that is not the case, state the term of the appointment;

   b. State any additional salary and other forms of compensation to be paid the appointee for serving in the concurrent administrative position and the salary calculation method to be used upon termination of the concurrent administrative appointment. (The policy on the conversion of salaries is being developed by the Provost’s Office);

   c. State whether the time spent in the concurrent administrative position shall count toward eligibility for sabbatical leave (The letter shall indicate that approval of sabbatical leave is a separate issue from accrual of years of eligibility toward sabbatical leave.);

   d. Identify the applicable Board of Regents’ and institutional policies on the accrual of annual, sick, and personal leave;

   e. State, for tenure-track faculty members, whether or not the time in the concurrent administrative position counts as time toward promotion and/or tenure;

   f. State whether or not the time in the concurrent administrative position is included or excluded when schedules of comprehensive review of tenured faculty are determined; and

   g. Indicate which faculty rights (e.g., voting rights) the person shall have, if any.

(Approved by the Board of Regents, July 7, 2000)

ROLES AND RESPONSIBILITIES OF DEPARTMENT CHAIRS (SU)

The department chair is a member of the full-time faculty in terms of employment regulations. This part-time administrative appointment at Salisbury University, is to be filled by a member of the tenure-track faculty who shall be appointed by the provost, on recommendation of the dean of the appropriate school, in a manner consistent with the university’s general “Policy on Concurrent Faculty and Administrative Appointments.” The term of a chair is three years, which may be renewed. A chair may be removed at any time during his or her term by the provost, on recommendation of the appropriate dean, provided that a chair removed before the completion of a full term shall be entitled to whatever chair’s compensation would otherwise be due for the entire term. Faculty who are appointed to such positions are entitled to receive reduced teaching loads utilizing reassigned time during the academic year to provide them time for administrative duties.

In addition to serving in positions of academic supervision during the academic year, the chair is expected to oversee department activities and to serve during the summer and at times as specified by the dean. The University provides a stipend to compensate these administrators for their work. The stipend will be determined by a formula that provides for a standard base dollar amount, determined by the Provost, and variable factors based on the number of Full-Time Equivalent Faculty (FTEF) and Total Student Credit Hours generated throughout the academic year, including the summer and winter terms. In addition, each dean will have a percentage of the total
amount available as discretionary money to award for special recognition during that academic year.

Chairs are primarily responsible for seeing that the activities listed Section 3. Areas of Responsibility below are carried out and it is expected that, insofar as possible, they will involve the members of their departments in a collaborative effort to that end. Chairs carry out these activities in accordance with regulations of the University System of Maryland and with Salisbury University institutional policy.

1. Selection of Department Chairs
   Whenever a vacancy occurs in the position of departmental chair, the provost shall appoint a replacement, after receiving a recommendation from the appropriate dean, who shall canvass the department's tenure-track and full-time non-tenure track faculty for their nominee or nominees for the position.

2. Appointment of Department Chairs
   Normally the contract for appointment starts at the beginning of the regular fall term in August and ends before the beginning of the regular fall term, extending through the summer. A mid-term appointment may occur, with the final contract year as described above. The Dean of the School and the Provost together will determine the amount of reassigned time each Department Chair will receive.

3. Areas of Responsibility
   Program Development and Administration
   The Department Chair is primarily responsible for developing and administering the academic programs within the department, such as majors, concentrations, tracks and minors. According to the school’s written policy on the roles of chairs, this responsibility may include:
   a. evaluating, assessing and improving existing programs and courses;
   b. developing new programs and courses in consideration of available resources and student needs;
   c. seeking accreditation of programs;
   d. coordinating programs with other departments;
   e. staffing and scheduling courses to make best use of human, fiscal and physical resources;
   f. describing programs and courses so that they may be clearly understood by others inside and outside the university;
   g. working to improve the library holdings in the department's discipline(s);
   h. interpreting the department's requirements for students by evaluating transfer credits and recommending waivers of requirements to the Dean as appropriate.

Faculty Development
   The Department Chair is primarily responsible for recruiting, retaining, and fostering the professional development of department faculty. According to the school’s written policy on the roles of chairs, this responsibility may include:
   a. promoting high standards of professional conduct, teaching and scholarly work within the department;
   b. seeking approval for new or replacement positions from the Dean, coordinating searches, and making hiring recommendations;
   c. evaluating faculty and making recommendations for reappointment, tenure, promotion and salary increments;
   d. making recommendations regarding requests for sabbatical leave, evaluating the impact on the department's programs and teaching load;
   e. assisting part-time faculty in meeting department and university expectations.

Student-Faculty Relations
   The Department Chair is the primary representative of the department in its dealings with students. According to the school’s written policy on the roles of chairs, this responsibility may include:
   a. coordinat­ing the department's participation in new student recruitment, student orientation, and general advising;
   b. coordinating departmental advising or designating a member of the faculty to act as advising coordinator;
   c. acting as a mediator in disputes between faculty and students;
d. encouraging activities to augment the department’s academic programs, such as student clubs, speakers and field trips.

**Department Administration**

The Chair is responsible for the efficient operation of the department as an administrative structure within the University. According to the school’s written policy on the roles of chairs, this responsibility may include:

a. working with the department faculty, Dean and Personnel Office to arrange secretarial and technical services;

b. supervising and evaluating clerical staff;

c. maintaining records, especially assessment reports, on such matters as majors, graduates, faculty, budget, facilities and equipment;

d. disseminating relevant information within the department and responding to requests for information from other offices of the University;

e. preparing budget requests and monitoring the use of fiscal resources;

f. overseeing the maintenance and use of equipment and facilities assigned to the department; and

g. developing, implementing, evaluating and enforcing departmental safety policies.

**University Governance**

As the primary representatives of their departments within the University, Department Chairs play a strategic role in university governance. According to the school’s written policy on the roles of chairs, this responsibility may include:

a. convening regular department meetings to involve faculty in department decisions;

b. providing a communication link between the faculty and the administration;

c. advising the Dean of the School on all matters affecting the academic department;

d. assisting the Dean of the School in carrying out programs and activities for the School.

4. **Evaluation of Department Chairs**

The dean shall evaluate department chairs on an annual basis. Chairs submit a yearly self-evaluation of teaching, service to the institution and community, and evidence of professional development as well as activities performed as Chair. (It should be noted that there might be overlap in areas of service and professional development, and responsibilities as Chair.) The self-evaluation of Chairs' responsibilities should be based on the description of responsibilities in Part 1 of this document.

In evaluating the overall performance of faculty serving as Chairs, the Deans use the school’s faculty evaluation format combined with their own observations of administrative competence of Department Chairs.

5. **Reappointment of Department Chairs**

The dean of each school shall develop procedures for the reappointment of sitting chairs, provided that such procedures (a) are approved by the provost, (b) give each department faculty the opportunity to express his or her views on the performance of the chair, (c) mandate the dean to meet with the chair in order to assess the chair’s overall performance, and (d) require the dean to notify the chair in writing at least four months prior to the expiration of the term whether the dean will recommend in favor or against reappointment.

**THE PROCEDURES FOR APPEALS TO THE USM BOARD OF REGENTS OF DECISIONS TO TERMINATE TENURED OR TENURE-TRACK FACULTY MEMBERS (BOR II-1.04)**

1. A tenured or tenure-track faculty member whose faculty employment has been terminated for cause by the president of the employing institution pursuant to USM/ART §1.C.7(a) may appeal to the Board of Regents. All such appeals shall conform to these procedures.

2. An appeal may be requested only by filing a written notice of appeal. The notice of appeal must identify the faculty member and state that the faculty member wishes to appeal the termination of his/her employment to the Board of Regents. The notice must be filed within ten working days of the faculty’s member’s receipt of the letter communicating the president’s decision to terminate. The notice of appeal is filed when it is received at the office of the president.

3. The president shall deliver the notice of appeal and the record (as defined herein) to the USM Vice Chancellor for Academic Affairs no later than ten working days after the receipt of the notice of appeal.
by the office of the president. The record shall include:

a. The statement of charges provided to the faculty member;
b. A tape recording, or written transcript, of the hearing provided pursuant to USM/ART §1.C.7(a). If no transcript of the hearing has been made, party may request that a transcript be prepared. Such a request must be directed to the Vice Chancellor for Academic Affairs. If such a request is made, a transcript will be prepared and a copy provided to each party at the expense of the appointing institution;
c. Copies of all exhibits received by the hearing officer or faculty board of review;
d. The written recommendation of the hearing officer or faculty board of review;
e. Any additional material or information used by the President, if any;
f. The written decision of the President; and
g. A letter of transmittal from the President.

4. Within 30 days of the filing of the notice of appeal, the faculty member shall file a memorandum in support of the appeal. The memorandum is filed when it is received in the office of the Vice Chancellor for Academic Affairs. The memorandum must be signed by the faculty member and by any attorney retained by the faculty member. It must identify the points in the President’s written decision to which the appellant takes exception and a statement in each case of the reasons why. Factual allegations must include to the record at the institutional level. New factual material not a part of that record will not be considered on appeal.

5. The Vice Chancellor for Academic Affairs shall send a copy of the faculty member’s memorandum to the president, who may file a written response with the Vice Chancellor for Academic Affairs no later than 30 days from the president’s receipt of the faculty member’s memorandum. A copy of the response must be sent to the faculty member or the faculty member’s attorney or representative.

6. Upon receipt of a notice of appeal, the Vice Chancellor for Academic Affairs shall send a copy to the Chair of the Board of Regents, who shall appoint three regents to hear the appeal (the “appeal panel”) on the Board’s behalf and name one of them to serve as chair. The appeal panel shall set a hearing date consistent with the above procedures and with the goal of achieving an expeditious conclusion.

7. The hearing shall consist of oral argument on behalf of the faculty member and of the president. The panel chair shall specify in advance the time permitted for oral argument. No witness testimony will be allowed, and argument shall be limited to matters in the record.

8. The appellant shall have the burden of showing that the President’s decision was not supported by substantial evidence in the record and/or that the decision is premised upon an error of law, including procedural error.

9. Either party may be represented by legal counsel at the hearing.

10. The appeal hearing will be closed and will be recorded.

11. Following the hearing, the appeal panel shall issue a recommendation to the full Board of Regents. The Panel may recommend affirmation of the President’s decision, reversal of that decision, or remand to the institution for further action as specified. The Board shall consider and act on that recommendation in executive session no later than its next regularly scheduled Board meeting. The Board may concur in the Panel’s decision or modify it. It shall communicate its decision in writing to the faculty member and the president within five working days of its decision. The Board’s decision is final.

(Approved by the Board of Regents, February 9, 2001)

THE EMPLOYMENT OF FULL-TIME, NON-TENURE TRACK INSTRUCTIONAL FACULTY (BOR II-1.05)

1. Purpose

This policy is designed to govern practices at institutions of the University System of Maryland (USM) related to search processes, appointments, contracts, and conditions of employment for full-time non-tenure-track (FTNTT) instructional faculty to assure high quality of instruction by individuals with appropriate credentials and experience and to provide a set of baseline policies for FTNTT faculty in all USM institutions.

2. Applicability

This policy applies only to those faculty members of the USM institutions (a) who are employed full-time, (b) who are neither tenured nor eligible for tenure, and (c) whose responsibilities are primarily or exclusively in the instructional program.

3. Definition of “Full-Time”

The institutional president or designee shall assure that each department or unit that has instructional faculty adopts a definition of “full-time.” The workload expectation for FTNTT instructional faculty shall be
specified on an academic-year basis, not on a semester basis.

4. Ranks

Current BOR policy (II-1.00) lists the following approved ranks that may be used for FTNTT instructional faculty. Institutions shall confer on each FTNTT instructional faculty member one of the following ranks, as appropriate and commensurate with credentials and professional experience. (Institutions are not required to use all available ranks.)

Assistant Instructor Lecturer

The University of Maryland University College may also assign ranks in the Collegiate series (See USM Policy II-1.00, Section II.C.6.a-d.).

5. Policy

A. Search

1. Credentials: Each institution shall develop written standards for the academic degrees or professional certifications and professional experience required for appointment to FTNTT instructional faculty ranks. These standards may vary depending on the level of courses to be taught.

2. Search Procedures: The institutional president or designee shall assure that each department or unit has in place written procedures for selecting faculty. These procedures shall include verification of credentials. Search procedures shall reflect the commitment of the institutions and the University System of Maryland to equal opportunity and affirmative action.

B. Hiring

1. Contracts/Letters of Appointments: Each FTNTT faculty member shall be provided with a written contract or letter of appointment prior to the beginning of the assignment. The contract or letter shall state that the appointment is full-time and state the academic rank, length of appointment, time of service (9 months, 9.5 months, one year), salary, whether or not the appointment is renewable, nature of the assignment, benefits (see below, Section C.7.), and performance-evaluation policies and procedures.

2. Information for Faculty: Upon signing the contract, the FTNTT faculty member shall have access to the institution’s Faculty Handbook, in a written or electronic version.

3. Term of Employment: Normally, initial contracts shall be for one academic year. Subsequent contracts may be for longer terms, not to exceed three years (five years in the case of UMUC Collegiate faculty). Notice of non-renewal shall be provided in accordance with Board of Regents Policy II-1.00 University System Policy on Appointment, Rank, and Tenure of Faculty (Section 1.C.12).

C. Working Conditions

1. Support for Teaching: The appointing department or unit shall provide each FTNTT instructional faculty member with the support it determines to be necessary for the execution of the appointee’s duties. Provision should be made for new appointees to attend departmental and institutional orientation sessions. Support shall also include the following:

a. information on the department’s policies, requirements, and goals for each course, along with access to examples of past course syllabi (if available);

b. official schedule of classes, including academic calendar and time frames of class meetings;

c. assistance in ordering textbook(s) for the course(s), ancillaries for the text(s), and office supplies;

d. copying services for course materials;

e. an appropriate place for meeting with students during scheduled office hours, except if instruction is completely technology-mediated;

f. an institutional email account along with computer access; and

g. telephone access.

2. Professional Development: Professional development opportunities for FTNTT instructional faculty members should be supported to the extent possible. Examples include extending invitations to departmental and institutional faculty development events, arranging mentoring by senior faculty, and providing financial support for attending professional conferences when funds permit.

3. Teaching Assignment: The appointing department or unit shall provide FTNTT faculty with reasonable and adequate notice of projected teaching assignments prior to the start of classes. Notice of 45 days is suggested.

4. Performance Evaluation: The institutional president or designee shall assure that each department or unit has in place written procedures for evaluating
faculty performance on a regular schedule, as required by Board of Regent’s II-1.05-3 Policy II-1.20. Departments shall evaluate the teaching of FTNTT faculty members on the same basis used to evaluate the teaching of tenure-track faculty members. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions about promotion, salary, and any subsequent contract are made.

5. Faculty Participation: FTNTT faculty members shall be integrated into the scholarly, intellectual, academic, and social life of the department or unit, and institution. Institutional shared-governance procedures shall include FTNTT faculty.

6. Salaries: Every effort should be made to make salaries professionally appropriate and competitive to the extent allowed by available fiscal resources.

7. Benefits: FTNTT instructional faculty contracts and letters of appointment shall include a written statement of benefits available to the appointees. Appointees shall be provided with access to relevant BOR policies governing the provision of benefits to USM faculty and staff. FTNTT instructional faculty shall be eligible for the benefits listed in sections 7.a. and 7.b., subject to the terms of the policy cited.

a. USM Benefits

(i) Tuition remission for faculty member (See USM Policy VII-4.10);
(ii) Tuition remission for dependents (see USM Policy VII-4.20);
(iii) Family and medical leave (see USM Policy II-2.31);
(iv) Annual leave (see USM Policy II-2.40);
(v) Earned sick leave (see USM Policy II-2.30);
(vi) Collegial sick leave (see USM Policy II-2.30);
(vii) Personal leave (see USM Policy II-2.40);
(viii) Leave for jury service (see USM Policy II-2.50);
(ix) Leave without pay (see USM Policy II-2.20).

Full-time non-tenure-track faculty shall be ineligible for sabbatical leave or for terminal leave, regardless of length of service.

b. Institutional Benefits

Institution-controlled benefits provided to full-time tenured and tenure-track faculty and their spouses and dependent children.

Article II. Approved by the Board of Regents on 10/11/02

THE EMPLOYMENT OF PART-TIME, NON-TENURE TRACK INSTRUCTIONAL FACULTY (BOR II-1.06)

1. Purpose

This policy is designed to govern practices at institutions of the University System of Maryland (USM) related to search processes, appointments, contracts, and conditions of employment for part-time non-tenure-track (PTNTT) instructional faculty to assure high quality of instruction by individuals with appropriate credentials and experience and to provide a set of baseline policies for PTNTT faculty in all USM institutions.

2. Applicability

This policy applies only to those faculty members of the USM institutions (a) who are employed on a less than full-time basis, (b) who are neither tenured nor eligible for tenure, and (c) whose responsibilities are primarily or exclusively in the instructional program.

3. Percent of Effort

The percent of effort of PTNTT faculty members shall be based on the definition pursuant to USM Policy II-1.05 and shall be calculated either on a semester or an academic-year basis, depending on the length of the appointment. If the appointment is for an academic year, the calculation shall not be done on a semester basis, even though there may be disparities between semesters in the assigned teaching load.

4. Ranks

Current BOR policy (II-1.00) lists the following approved ranks that may be used for PTNTT instructional faculty. Institutions shall confer on each PTNTT instructional faculty member one of the following ranks, as appropriate and commensurate with credentials and professional experience. (Institutions are not required to use all available ranks.)

a. Assistant Instructor
b. Lecturer
c. Adjunct Assistant Professor
d. Adjunct Associate Professor
e. Adjunct Professor
The University of Maryland University College may also assign ranks in the Collegiate series (See USM Policy II-1.00, Section II.C.6.a-d.).

5. Policy
   A. Search

   1. Credentials: Each institution shall develop written standards for the academic degrees or professional certifications and professional experience required for appointment to PTNTT instructional faculty ranks. These standards may vary depending on the level of courses to be taught.

   2. Search Procedures: The institutional president or designee shall assure that each department or unit has in place written procedures for selecting faculty. These procedures shall include verification of credentials. Search procedures shall reflect the commitment of the institution and the University System of Maryland to equal opportunity and affirmative action.

B. Hiring

   1. Contracts/Letters of Appointments: Each PTNTT faculty member shall be provided with a written contract or formal letter of appointment prior to the beginning of the assignment. The contract or letter shall state that the academic rank, length of appointment, time of service (9 months, 9.5 months, one year), salary, whether or not the appointment is renewable, nature of the assignment, benefits (if any), and performance-evaluation policies and procedures. In addition, all contracts/letters of offer shall specify what happens if a course is canceled prior to the start of class.

   2. Information for Faculty: Upon signing the contract, the PTNTT faculty member shall have access to the institution’s Faculty Handbook, in a written or electronic version.

   3. Term of Employment: Normally, initial contracts shall be period of one semester, but subsequent contracts may be for longer periods not to exceed three years.

C. Working Conditions

   1. Support for Teaching: The appointing department or unit shall provide each PTNTT instructional faculty member with the support it determines to be necessary for the execution of the appointee’s duties. Provision should be made for new appointees to attend departmental and institutional orientation sessions. Support shall also include the following:

   a. Information on the department’s policies, requirements, and goals for each course, along with access to examples of past course syllabi (if available);

   b. official schedule of classes, including academic calendar and time frames of class meetings;

   c. assistance in ordering textbook(s) for the course(s), ancillaries for the text(s), and office supplies;

   d. copying services for course materials;

   e. an appropriate place for meeting with students during scheduled office hours, except if instruction is completely technology-mediated;

   f. an institutional email account along with computer access; and

   g. telephone access.

   2. Professional Development: Professional development opportunities for PTNTT instructional faculty members should be supported to the extent possible. This may include extending invitations to departmental, institutional, and external faculty development events.

   3. Teaching Assignment: The appointing department or unit shall provide PTNTT faculty with reasonable and adequate notice of projected teaching assignments prior to the start of classes. Notice of 45 days is suggested.

   4. Performance Evaluation: The institutional president or designee shall assure that each department or unit has in place written procedures for evaluating faculty performance on a regular schedule, as required by Board of Regent’s II-1.20. Departments shall evaluate the teaching of PTNTT faculty members on the same basis used to evaluate the teaching of tenure-track faculty members. Evaluations shall be kept on record in a personnel file and shall be consulted when decisions about promotion, salary, and any subsequent contract are made.

   5. Faculty Participation: PTNTT faculty members shall be integrated into the scholarly, intellectual, academic, and social life of the department or unit, and institution. Institutional shared-governance procedures shall include PTNTT faculty.

   6. Salaries: Every effort should be made to make salaries professionally appropriate and competitive to the extent allowed by available fiscal resources.
7. Benefits: PTNTT instructional faculty contracts and letters of appointment shall include a written statement of benefits available to the appointees. Appointees shall be provided with access to relevant BOR policies governing the provision of benefits to USM faculty and staff. PTNTT instructional faculty in their fifth semester of appointment at 50% time or more shall be eligible for the benefits listed in sections 7.a. and 7.b, subject to the terms of the policies cited.

a. USM Benefits

(i) Tuition remission for faculty member (See USM Policy VII-4.10);
(ii) Tuition remission for dependents (see USM Policy VII-4.20);
(iii) Family and medical leave (see USM Policy II-2.31);
(iv) Annual leave (see USM Policy II-2.40);
(v) Earned sick leave (see USM Policy II-2.30);
(vi) Collegial sick leave (see USM Policy II-2.30);
(vii) Personal leave (see USM Policy II-2.40);
(viii) Leave for jury service (see USM Policy II-2.50);
(ix) Leave without pay (see USM Policy II-2.20).

Part-time non-tenure-track faculty shall be ineligible for sabbatical leave or for terminal leave, regardless of length of service.

b. Institutional Benefits: Institution-controlled benefits provided to part-time tenured and tenure-track faculty and their spouses and dependent children.

Approved by the Board of Regents on October 11, 2002

PART-TIME TENURE-TRACK AND PART-TIME TENURED FACULTY (BOR II-1.10)

Permanent Part-Time Faculty

1. The term "permanent part-time employment" applies to faculty at the university who work in a tenure-track position for at least two (2) days per workweek for at least 50 percent (50%) but not more than 80 percent (80%) of the normal workweek for that position. A "shared" position is defined as a tenure-track position which "consists of two (2) permanent part-time positions."

2. Each faculty member in a shared position shall teach full-time for one semester of the year or shall teach a 50 percent (50%) course load during the same semester. The particular teaching arrangement will be determined by the provost.

3. Salary, salary increments, sick leave, and any other fringe benefits authorized for a permanent full-time faculty member shall be determined on a pro-rata basis. The faculty member's pro-rata salary shall be appropriate to his/her rank and step.

4. Permanent part-time faculty are required to become members of the State Retirement or Pension System according to date of entry into State service. Benefits will be accrued at the same rate as the contributions of the faculty member.

5. The specific faculty rank of an individual in a shared position is determined by the university. Faculty members in a shared position need not necessarily occupy the same rank within that shared position.

6. Permanent part-time faculty are considered for promotion and tenure in accordance with Salisbury University's Policy on Appointment, Rank and Tenure of Faculty on the basis of the number of full-time equivalent years of employment at the university.

7. Permanent part-time faculty are subject to the annual evaluation required for all full-time faculty members.

8. The responsibilities of permanent part-time faculty members on campus and their participation in campus governance activities are determined by department chairs in consultation with their deans and the provost.

9. A shared position may be abolished or vacated, in whole or in part, by giving notice in accordance with the provisions of the Salisbury University Policy on Appointment, Rank and Tenure of Faculty. If one part of the shared position is abolished or vacated, the incumbent occupying the other part of the shared position shall continue to discharge duties according to the terms of employment and shall not automatically be eligible for a permanent full-time position.

PART-TIME FACULTY MEMBERS ENGAGED EXCLUSIVELY OR PRIMARILY IN LIBRARY SERVICES (BOR II-1.11)

SALISBURY UNIVERSITY IS IN THE PROCESS OF DEVELOPING THIS POLICY. ALL QUESTIONS SHOULD BE FORWARD TO ALICE BAHR, DEAN OF LIBRARY AND INSTRUCTIONAL SERVICES.
An institution may employ faculty members engaged exclusively or primarily in library services on a part-time basis. In order to be considered eligible for permanent status, a part-time librarian’s commitment shall be at least fifty percent time for the fiscal year.

1. Each institution which employs part-time librarians at the ranks of Librarian I, Librarian II, Librarian III, and Librarian IV shall develop written procedures for the appointment of, promotion of, and granting of permanent status to such individuals. Appointment, reappointment, permanent status, promotion, and termination of such librarians shall be consistent with the policies and procedures established for permanent full-time librarians.

2. The length of the probationary period for permanent-status consideration shall ordinarily be based upon the number of full-time equivalent years accrued by the librarian at the institution. Part-time individuals at the ranks of Librarian I, Librarian II, Librarian III, and Librarian IV are eligible for full-time positions consistent with institutional policies.

3. Part-time librarians at the ranks of Librarian I, Librarian II, Librarian III, and Librarian IV whose appointments are at least fifty percent time shall be entitled to participate in the institution’s benefits programs on a proportional basis or otherwise, as permitted by those programs.

**Policies and Procedures**

**Five Year Comprehensive Reviews of Tenured Faculty Members**

Every tenured faculty member at SU shall undergo a comprehensive review of his or her performance every five years with approximately one-fifth of the tenured faculty undergoing a comprehensive evaluation each academic year. This review will examine the faculty member's performance for the previous five year period. Given their thorough review character and rigor, reviews for tenure and promotion can be substituted for this comprehensive review. A comprehensive review can also be triggered prior to the five year period only if the department chair, the dean, and the provost find a faculty member "materially deficient" in complying with "quantitative workload expectations" in two consecutive workload-related annual reviews that are done regularly by the chair.

**Departmental Role, Peer Review and Criteria for Evaluation**

Each academic department at SU may employ the same review procedures and criteria for evaluation presently used in each department for the annual evaluations of tenured faculty at SU. These procedures make use of an examination and evaluation of a faculty member's performance in the areas of instruction, research and scholarship, and service to the university and community. The kinds of activities and sources of information for a faculty member's performance can include, but are not limited to, the following:

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1. This refers exclusively to the workload expectations as identified in Section IV. Standard Workload Expectations of the BOR Policy on Faculty Workload and Responsibilities (II.1.25) which addresses the ratio of time spent among the three areas of faculty responsibilities: teaching, scholarship, and community service.

2. This measure is referred to in the USM policy document as an “annual review.” However, this should not be confused with the SU annual review that presently exists and is more comprehensive in scope.
An additional performance indicator that may be used in the five-year evaluation is the workload review that is overseen by the department chair on an annual basis.

For the five-year review, provision must be made at the department level for some degree of peer review. The structure and size of such a peer review mechanism should be established by the department and agreed upon by the faculty member under review.

The faculty member under review will be the principle provider of the information for the comprehensive review. This need not exceed the submission of the annual self-evaluations of the previous five years. He or she will provide the reviewer(s) with the necessary information by February 1 of the year in which the review is to take place, and the reviewer(s) shall provide a report to the faculty member by the same deadline as the annual review. As in the annual reviews, the five-year comprehensive review must be based on multiple sources of information.

Departmental policies must be filed with and approved by the dean of their respective schools and the provost of the University.

**Uses and Consequences of the Comprehensive Review**

As with the annual reviews, the reviewer(s) shall submit the results of the comprehensive review to the faculty member, the department chair, and the dean. Upon receipt of the review, the faculty member should have ready access to the documents and reports that contributed to his or her review. The faculty member should also have a minimum of ten working days to respond formally to the review if he or she so desires. This could involve a written response or a formal hearing with the reviewers and the chair of the department.

A faculty member may choose to use a favorable five year review for consideration in decisions on promotion, merit pay or other awards such as SU's annual Distinguished Faculty Award. The Administration shall review the rank and salary of each faculty member who undergoes the five year review and shall make upward adjustments and recommendations as necessary and as funds allow.

However, if the peer evaluation concludes that the faculty member's performance fails to meet expectations, then a specific faculty development plan must be worked out between the faculty member under review, the peer reviewer(s), the department chair, and the dean of the school. At his or her discretion, the faculty member under review may choose a faculty colleague to participate in the development of this plan. The plan should address those elements of the review that were considered to be deficient in meeting expectations and make use of SU's available resources, both scholarly and financial, for faculty development.

Given that the intention of this plan is to aid in the improvement of the faculty member's performance, priority should be placed on fashioning a plan that facilitates the faculty member's growth and is amenable to the faculty member's preferences. Such a plan should be written and revised, if necessary, until mutual agreement between the reviewer(s) and the faculty member has been achieved. In the event an agreement cannot be reached, the Faculty Development Committee will mediate a consensus.

The plan must also include "a procedure for evaluation of progress at fixed intervals." This procedure will include progress reports to the reviewer(s) at intervals of no less than one year, unless a shorter interval is requested by the faculty member. Departments may wish to use SU's annual evaluations as the benchmarks for the "fixed intervals" as required by the Regents' policy.

A faculty member under review who is dissatisfied with a plan that has emerged from this process retains the option of pursuing a grievance with the Faculty Welfare Committee.

The Comprehensive Review of Tenured Faculty does not replace other SU reviews of faculty performance.

Finally, neither the Comprehensive Review process nor its results can be substituted for the existing USM policies regarding tenure and its termination. In this regard, this review carries with it no greater weight than any other evaluation presently employed at Salisbury University.

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3As with other reviews, this review can only contribute to a case for the termination of tenure of a faculty member if the reviewer(s) concluded that the tenured faculty member was found to have exhibited "...moral turpitude, professional or scholarly misconduct, incompetency, or willful neglect of duty..." (Salisbury University Policy on Appointment, Rank and Tenure of Faculty, Appointment of Faculty (Part I)(A)(1), in the Faculty Handbook, Salisbury University, 2002-03). Even then, in itself, this review would be wholly insufficient to lead to termination of a tenured faculty member.
Initial Implementation of Comprehensive Reviews

This plan will go into effect during the 1997-98 academic year with the first evaluations being conducted during the spring semester of 1998. Given that only one fifth of the faculty are to be evaluated in any given academic year, evaluation of eligible tenured faculty will be conducted in phases until all tenured faculty who have not undergone a comprehensive evaluation, tenure review or a promotions review within the last five years are evaluated. Faculty members, who wish to undergo a comprehensive evaluation prior to the five-year trigger, can request and receive an earlier review.

The criterion for determining the sequence of evaluations will be seniority, defined in this context as years passed since the granting of tenure or since one's last review for promotion. Those tenured faculty with the most years passed since either being granted tenure or since their last promotions review will be the first to undergo the comprehensive evaluation as outlined in this policy.

Implementation of this policy assumes that a faculty member deserves to know the evaluation criteria prior to the academic year during which those criteria are to be applied. Therefore, for the purposes of the comprehensive review in which the last five academic years (1991-92 up through 1996-97) are relevant, a faculty member must be evaluated only on the basis of the criteria that were in force during those academic years. New criteria, post 1996-97, may not be applied retroactively to the most recent five year period.

Finally, given that faculty members are primarily responsible for providing the bulk of the information for the evaluation, they should be granted flexibility in the provision of information on their activities from the most recent five academic years. They must provide adequate information but cannot be required to supply information above and beyond that which was required to satisfy evaluation criteria applied in previous years.

Approved March 1998

EVALUATION OF PERFORMANCE OF FACULTY (BOR II-1.20)

1. Academic department chairs evaluate all of their faculty at the university each year. In making these evaluations, department chairs use information from as many sources as possible to assess each faculty member's performance in the three areas of: a) teaching and advising, b) professional development, and c) service to the university and the community. Sources of information for faculty evaluation include but are not limited to those described in Figure 3.

2. Department chairs evaluate tenured and tenure-track faculty by February 1 of each academic year and summarize outcomes by using 1) evaluation forms found in the Appendices Section, Appendix P and Q; 2) evaluation forms approved by a department; or 3) evaluation forms approved by the department and dean.

3. Department chairs also evaluate full-time contractual faculty each year by March 15. Criteria and procedures for reviewing full-time and contractual faculty who are not on tenure track lines are developed by the academic departments of the university schools. These criteria are provided to full-time contractual faculty in a “memo of understanding” at the time of hiring. A sample of such a memo appears in Appendix F. Criteria are approved by the dean of the appropriate school and by the provost and are on file in the dean's office and in the Office of Academic Affairs. The steps and deadlines in Figure 4 describe the procedure for yearly reviewing these full-time, non-tenure track contractual faculty.

<table>
<thead>
<tr>
<th>PERFORMANCE CATEGORY</th>
<th>POTENTIAL INFORMATION SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching/Advising</td>
<td>Courses Syllabi</td>
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<tr>
<td></td>
<td>Student Evaluations</td>
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<tr>
<td></td>
<td>Instructional Planning</td>
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<td></td>
<td>Conferences Program Planning</td>
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<td></td>
<td>Department Meetings</td>
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<td></td>
<td>Classroom Observation</td>
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<td></td>
<td>Posted Advising Schedules</td>
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<td></td>
<td>Review of Advising Folders</td>
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<td></td>
<td>Incidents of Advisee Confusion</td>
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<td></td>
<td>Observation of Advising Conferences</td>
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<tr>
<td></td>
<td>Involvement in student clubs and organizations</td>
</tr>
<tr>
<td>Professional Development</td>
<td>Participation in Campus Professional Development Activities</td>
</tr>
<tr>
<td></td>
<td>Writing/Research Efforts</td>
</tr>
<tr>
<td></td>
<td>Attendance at Conferences/Institutes</td>
</tr>
<tr>
<td></td>
<td>Yearly Self-Evaluations</td>
</tr>
<tr>
<td>Service to the University and Community</td>
<td>Participation on Department Service and Campus Committees Support to Registration and Orientation, and Retention Activities</td>
</tr>
<tr>
<td>Service to the University and Community (cont.)</td>
<td>Service to Schools, Businesses, and Service Agencies</td>
</tr>
<tr>
<td></td>
<td>Artistic Contributions to Campus and Community</td>
</tr>
</tbody>
</table>
4. Department chairs summarize their evaluations of full-time contractual faculty on the evaluation form.

5. Department chairs also evaluate part-time contractual faculty at the conclusion of each semester using criteria developed by the department and approved and on file with the school dean and the provost. Department chairs summarize evaluations of part-time contractual faculty on the evaluation form. Because part-time appointments are made on the basis of individual courses and automatically terminate at the end of the semester in which those courses are offered, the form contains no recommendations about termination or further appointment.

COMPENSATION FOR FACULTY (BOR II-1.21)

In the matter of compensation for faculty, Salisbury University operates under BOR II - 1.21 UNIVERSITY SYSTEM OF MARYLAND POLICY ON COMPENSATION FOR FACULTY which is reproduced in full below.

I. General Policy

The University System of Maryland seeks to provide salaries for faculty that are adequate to attract and retain individuals with the qualifications and level of performance necessary for the University System and each of its constituent institutions to reach and to maintain the highest levels of excellence in education.

To this end, the USM shall seek increases in funding to attain and to maintain a faculty salary structure for each of its constituent institutions which is merit-based and in which the average faculty salary is at or above the 85th percentile of that institution’s classification group.

The American Associate of University Professors (AAUP) annually conducts and publishes a national survey of salaries for “instructionally faculty.” The AAUP salary information shall constitute the database for implementation of this policy. However, this policy shall apply to all persons defined as faculty by the University System of Maryland, whether or not they satisfy the AAUP definition of “institutional faculty.”

With the exception of the University of Baltimore Law School and the professional schools at UMB each institution’s classification group shall be the set all public colleges and universities included in its Carnegie classification. Placement of USM institutions within a Carnegie category shall be made annually by the chancellor based on the application of Carnegie classification criteria to the most recent available data on each institution.

Comparisons for the University of Baltimore Law School and the professional schools at UMB shall be based on relevant national data for each of the respective schools.

Salary increases for current faculty shall be based on merit, and shall be determined on the basis of exceptionally effective teaching, scholarship and public service. Equity considerations may be taken into account in awarding salary increases.

II. Implementation

The chancellor, in consultation with the presidents, shall develop implementation guidelines for this policy which shall be based on evaluation of faculty merit using appropriate measures of faculty productivity. Consistent with this policy, these guidelines shall include a set of salary ranges for each faculty rank at each institution and a common format for an annual report by each institution to the Regents accounting for its use of merit funds for salary increases.

FACULTY APPOINTMENT LETTERS OR CONTRACTS (BOR II-1.22)

1. The terms and conditions of every faculty appointment shall be stated in a written letter or contract, which shall be signed by and which shall be in the possession of both the institution and the appointee before the appointment is begun.

2. Appointment letters or contracts for full-time faculty shall specify whether the appointee is required to serve for the academic year or the fiscal year. Typically, academic-year faculty appointments shall begin no later than one week before the first day of fall classes and end no earlier than
the spring commencement date, and fiscal-year appointments shall begin on July 1 and end on June 30 of the following calendar year. In unusual circumstances, an appointment (academic or fiscal) may begin at other times or may be for only a portion of a year.

3. Each institution shall develop a written policy on summer compensation for full-time faculty members on academic-year appointments. The policy shall be filed with the Office of the Chancellor.

(Approved by the Board of Regents July 7, 2000)

DISCLOSURE OF EMPLOYEE SALARY INFORMATION (SU)

A policy that was formally approved by the former President’s Council on September 10, 1998, to restrict the publishing or release for general distribution of SU employee salary information has been rescinded.

As a state institution, an individual’s gross salary is public information and may be released by the Office of Human Resources for general distribution on request. This is accomplished by completing a SU Salary Information Request form available in Human Resources. Data will be provided to the individual requesting the information within 30 days. A fee will not be charged for the first two hours needed to compile data by Human Resources and Information Technology, after which a charge of $35.00 per hour will be made. There is also a fee of .15 cents per page for all material provided. Salary data are also available at no charge in the library.

Approved December 2001 by the President of the University

FACULTY WORKLOAD AND RESPONSIBILITIES (BOR II-1.25)

I. Purposes

The purposes of the Salisbury University Policy on Faculty Workload and Responsibilities are to promote optimal performance by faculty in meeting the needs and expectations of students and other clientele and to provide mechanisms that will ensure public accountability for that performance. Faculty at the university are the primary performers of instruction, research/scholarship and service, and the university encourages and supports faculty in applying their creativity, ingenuity, initiative, knowledge, experience and professional skills in performing many diverse functions in these areas. The university also expects that faculty will meet their responsibilities in these areas independently and in full accord with both institutional expectations and established tenets of academic freedom.

This policy reflects Salisbury University's affirmation that teaching is at the heart of university life and that teaching effectiveness is the paramount consideration in faculty tenure, promotion and merit. It also reflects the university's affirmation that research, scholarship and creativity, and service are fundamental to university life and are key criteria in faculty tenure, promotion and merit.

II. Application

This policy applies to the following categories of faculty at Salisbury University:

A. All persons holding tenured and tenure-track positions who are classified as faculty (instructional, research, and public service) and so reported to the Maryland Higher Education Commission through the Employee Data System.

B. All persons who, regardless of occupational classification, hold faculty rank and perform administrative duties at the level of academic department or equivalent academic unit, including chairs, assistant chairs, program directors, etc.

C. All persons who, while neither tenured nor on tenure track, are employed full time at the university, are classified as instructional faculty and so reported to the Maryland Higher Education Commission through the Employee Data System.

D. All persons who, while neither tenured nor on tenure track, are employed full time by the university, are classified as research faculty and so reported to the Maryland Higher Education Commission through the Employee Data System, and whose salaries are supported, in whole or in part, by state funds.

This policy does not apply to individuals who hold faculty rank but who are assigned to administrative duties outside the department or equivalent academic units, for example, deans, provost, president, etc.; nor does it apply to individuals who are classified as research faculty but whose salary is fully supported by non-state funds, e.g., federal research grants; nor does it apply to librarians with non-tenure faculty status, e.g. Librarians I, II, III, IV.

III. Responsibilities

This policy is implemented by faculty, chairs of academic departments and deans of the schools to which those departments belong in the following manner:

A. Prior to the beginning of each academic year, department chairs determine in consultation with each department faculty member the faculty member's workload and
responsibilities for the upcoming fall and spring semesters. Department chairs record these expectations as percentages of 100% of each faculty member's effort for the upcoming calendar year.

B. During each academic year, faculty record their service and research activities.

C. At the end of each academic year, department chairs summarize the workload and productivity of their faculty using a format required by the University System of Maryland. Department chairs provide this information to their school deans who, in turn provide them to the provost.

D. Also at the end of each academic year, department chairs prepare a summary statement comparing their faculty's performance for the year with workload expectations established at the beginning of the year. Department chairs provide this information to their school deans who in turn provide it to the provost.

IV. Standard Workload Expectations

A. The standard workload and responsibilities expectations for faculty at Salisbury University are as follows:

<table>
<thead>
<tr>
<th>Percent of Effort</th>
<th>Teaching</th>
<th>Research/Scholarship</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>65-77 (7-8 Course Units/ Years)</td>
<td>15-25</td>
<td>5-15</td>
<td></td>
</tr>
</tbody>
</table>

B. For all faculty, workload and responsibilities in the area of teaching include preparation, classroom time, grading of student-produced materials, and student advising. For tenured and tenure-track faculty, workload and responsibilities in the areas of research/scholarship and service include a range of professional activities which are described in detail in the Promotion Committee's Guidelines and appear in full in the Faculty Handbook. For full-time contractual faculty, workload and responsibilities in the areas of research/scholarship and service are defined in the Memo of Understanding that accompanies their contracts.

C. For the purposes of defining standard instructional load expectations, a full load at Salisbury University is 7-8 courses/course units per year. Generally, faculty are expected to teach 8 courses/course units per year. Chairs in each academic department determine the appropriate full load for their faculty in their departments and where these loads are less than 8 courses/course units per year, secure approval from their deans and the provost.

D. The following weights are used to convert graded instructional experiences that do not follow the traditional course format (e.g., individual studies, theses, etc.) to course units.

<table>
<thead>
<tr>
<th>Course</th>
<th># of Credits=1 crs unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>500 &amp; above – Grad Ind. Studies</td>
<td>18</td>
</tr>
</tbody>
</table>

E. Standard workload and responsibilities expectations may vary from department to department. Under certain circumstances, related to accreditation for example, a department may need to place special emphasis in one or more of the three categories of effort so that expectations for faculty in the department differ from the standard. When this is the case, deans of the schools to which the departments belong must obtain approval for these special emphases from the provost. This approval must be secured before department chairs establish variations in expectations with faculty for the upcoming calendar year.

F. The balance among teaching, research/scholarship and service for a faculty member may change over the faculty member's career. This balance may be adjusted annually when faculty and department chairs set workload and responsibilities expectations for the year. In all cases, the addition of the percentage of effort in each area equals 100% of the faculty member's effort.

G. Because teaching is central to Salisbury University's mission, all faculty members including those with departmental administrative responsibilities are expected to be involved in the instructional program, and senior faculty in departments with undergraduate programs are expected to participate in undergraduate teaching.

V. Exceptions to Standard Workload Expectations

Departmental commitments within the overall academic program of the university are determined by student and curricular needs, resources available to the department and administrative approval. Department chairs develop faculty workload responsibilities in accordance with these commitments. From time to time, however, some faculty may assume new or additional responsibilities in the areas of administration, teaching, scholarship/research, or service. In these cases, exceptions to the standard workload of these faculty members may be made. When such exceptions are made, department chairs are responsible for making necessary adjustments in the faculty workload of the total department so that departments can meet their commitments. When resources are available, this includes the hiring of adjunct and part-time faculty.
When exceptions to the standard workload are to be made, deans of the schools to which the faculty belong must obtain approval for these exceptions from the provost. This approval must be secured before department chairs establish non-standard expectations with faculty for the upcoming calendar year. Exceptions to the standard workload and responsibility expectations may be based on the following considerations:

A. **Instruction** - Exceptions from the standard instructional load may be based upon a number of factors, including class size; development of new courses; modality of instruction, including distance education; level of instruction; discipline; accreditation requirements; etc.

B. **Departmental Administration** - Assumption of responsibility for the functions of chair, assistant chair, or program director, or for special departmental projects may require reduction of expectations for teaching, research/scholarship or service.

C. **Externally Funded Research and Service Activities** - Assignment of additional time for research or service activities will be supported by external funds, either research or training grants. In these instances, the accompanying reduction of expectations for service or instruction should mirror the replacement of departmental salary support by externally funded salary support.

D. **Department-Supported Research** (Departmental Research) - Assignment of additional time for research activities supported by the department and consequent reduction of expectations for service or instruction should be related to the institution's mission.

E. **Department-Supported Service** - Assignment of additional time in areas of service and consequent reduction of expectations for teaching or research/scholarship should be directly related to the duration and extensiveness of the commitment. For example, a faculty member may be released from the standard expectation in the areas of teaching or research/scholarship in order to make major professional contributions, e.g., to work in partnership with the public schools or with business or industry.

VI. **Accountability**

A. The focus for external accountability in the area of faculty workload and responsibilities is the academic department, not the individual faculty member. This focus is ensured through an annual reporting process in which the provost provides to the president and thence to the University System of Maryland an accountability report that indicates by academic department the number of faculty who meet or exceed the standard expectations for faculty workload and responsibilities, the number of faculty who have been excepted from these standard expectations, and the total course reduction.

B. Department chairs report annually on the expected and actual performance of their faculty in the area of faculty workload and responsibilities using data maintained in their departments. Department chairs provide these reports to their school deans who in turn provide them to the provost.

C. Department chairs also use this data in their annual evaluations of faculty according to procedures specified in Salisbury University's Policy on Evaluation of Performance of Faculty and its policy on the Appointment, Rank and Tenure of Faculty, which is found in the Faculty Handbook.

Approved by the USM, September 20, 1994; Amended July 9, 1999

**THE REGENTS PROFESSORSHIP (BOR II-1.30)**

In the matter of the regent’s professorship, Salisbury University operates under the following UNIVERSITY SYSTEM OF MARYLAND BOR II - 1.30 POLICY ON THE REGENTS PROFESSORSHIP which provides unique opportunities for faculty recognition.

The regent’s professorship is established by the Board of Regents of the University System of Maryland in order to recognize one or more faculty members whose record of scholarly achievement and potential for truly exceptional service to the System and its institutions warrants appointment to this most prestigious rank in the University System.

Appointment to a regent’s professorship is made by the chancellor upon recommendation by one or more of the presidents of University System of Maryland institutions. A modest monetary award, to be used for travel, research or publication costs, or personnel and equipment costs, accompanies the appointment.

Criteria for appointment include:

1. National or international recognition for achievements in the arts, the sciences or the professions.

2. Eligibility for appointment to the rank of professor at one or more institutions of the University System.

Regents’ professors may:

1. Participate in the advisement and/or instruction of undergraduate students.

2. Present annually a public lecture or performance at one of the institutions of the University System of Maryland.
3. Participate in other scholarly activities that will enhance some aspects of the University System of Maryland and some of its components. This may include such activities as curriculum development (formal or informal courses), faculty development, citizen outreach, or organizational enhancement.

**TITLE OF PROFESSOR EMERITUS (SU)**

1. *Professor Emeritus* is a title of distinction conferred upon retiring faculty who normally have completed at least ten years of meritorious service to Salisbury University.

2. Beginning in the semester before retirement, faculty may be nominated for the title of *Professor Emeritus* by any member of the SU faculty via a brief letter of nomination to the provost.

3. The provost will forward letters of nomination to the Committee on Promotions for their consideration during a meeting in the final semester of the faculty member’s service. The Committee on Promotions may recommend that a retiring faculty member should be granted the title effective immediately on retirement.

4. The names of professors’ emeriti are listed in Salisbury University’s Undergraduate and Graduate Catalog as appropriate to their contributions. Emeriti faculty have the use of campus facilities and are welcome to attend campus events as regular faculty.

Revision Approved by the Faculty Senate: December 15, 1998; April 16, 2002; September 2003; Revision Approved by the Provost: April 19, 2002

**CONSULTING FACULTY (SU)**

1. **Purpose**

   The purpose of this policy is to define “Consulting Faculty” and to provide guidelines for recognizing consulting faculty status.

2. **Definition of Consulting Faculty**

   Consulting Faculty is an honorary title bestowed upon individuals who provide significant service contributions to University personnel, programs and activities but who are not employees of Salisbury University.

3. **Selection Procedures**

   Consulting faculty are nominated by the provost of academic affairs to the president of the University who makes final selections. The president notifies in writing individuals who are honored with the title of “Consulting Faculty.” There is no local residence requirement for eligibility.

Revision Approved by the Provost: April 19, 2002

**PROFESSIONAL COMMITMENT OF FACULTY (BOR II-3.10)**

In the matter of the professional commitment of faculty, Salisbury University operates under BOR II - 3.10 UNIVERSITY SYSTEM OF MARYLAND POLICY ON PROFESSIONAL COMMITMENT OF FACULTY and has developed specific procedures for regular faculty reporting of outside professional consulting and external professional services. BOR II - 3.10 appears below and includes Salisbury University's reporting procedure under Sections III.B and C.

I. **Introduction**

   By accepting an appointment to an institution in the University System of Maryland, faculty members make a major professional commitment to the institution, its students, and the State of Maryland. Maryland law encourages higher education institutions to promote economic development in the State and to increase their financial resources through arrangements with the private and nonprofit sectors, including collaborative research and development, commercial application of institution-owned intellectual property, and provision of technical assistance. The University System of Maryland encourages its faculty to use its expertise in serving the economic and social interests of the community and the advancement of the academic disciplines.

   Faculty members may be expected to contribute to all aspects of the mission of the institution, including such essential components as teaching, student direction, and advisement; research and economic development; professional, public, and institutional service; and administration. The distribution of assignments will vary greatly from year to year and from person to person according to the particular talents and interests of the faculty member and the needs of the institution and the academic unit as determined in consultation with the department chair or responsible administrator.

II. **Scope and Purpose**

   A. Scope. This policy applies to all faculty members in the University System of Maryland and shall be incorporated in the published policies of each institution. By explicit reference, some sections of the policy apply only to full-time faculty members.
B. Purpose. Recognizing the need for balance among personal, institutional, and social missions and goals, this policy establishes broad guidelines for avoiding conflicts of commitment and requires each institution to review or develop procedures for handling possible instances of conflict of commitment.

C. Definition. A conflict of commitment situation arises when outside activities substantially interfere with the person’s obligation to students, colleagues, or the institution.

III. Professional Services Within The Institution

Full-time faculty members may undertake consulting, overload teaching, or professional services within the constituent institution during an appointment period for a stipend only with the advance written approval of the President or designee.6

IV. External Commitments

Consulting and other external professional services may enhance the reputation of the institution as well as the individual, assist in recruiting or placing students, apply the expertise developed in its academies to the enterprises of the State, and test the applicability of theoretical ideas. Nevertheless, the faculty and the institution must remain vigilant to ensure that such external services enhance and do not detract from a faculty member’s fulfillment of his or her responsibilities to the institution. Therefore, external professional services, whether income-producing or not, may be undertaken only when it is ensured that all responsibilities associated with the individual’s faculty position are fully satisfied and will continue to be met.

A. Professional Services

1. Within USM or State of Maryland. Consulting or professional services which carry a stipend and are rendered to another institution in the University System or another State agency in Maryland require the advance written approval of the President or designee of the faculty member’s institution.

2. Use of University Resources. A faculty member may use the physical resources of his or her institution in connection with consulting or professional services beyond routine use of the office, computer, library, and telephone only if the institution is reimbursed in accordance with prior arrangements, or if such reimbursement is waived by the President or designee of the affected institution.

3. Endorsement Not Implied. A faculty member shall not convey endorsement by the institution or the University System of the recommendations or results from his or her consulting or professional services.

4. Protection of Intellectual Property. No individual shall enter into an agreement in the pursuit of consulting or professional services which conflicts with the University System policy on intellectual property (See Policy IV-3.20) without the advance written waiver or consent of the Chancellor or designee.

B. Teaching Outside the Home Institution

A full-time faculty member, with the advance written permission of the President (or designee) of his or her institution, may teach a maximum of two courses at another institution for extra compensation during the individual’s contract year.

V. Disclosure to Prevent Conflict of Commitment

Although external activities may enhance the institution and the University System of Maryland, they also bring with them the potential for conflicts of commitment. Although some situations carry the potential for a conflict of commitment, the faculty member and the University may be able to avoid actual conflict by careful attention to the individual’s assigned institutional responsibilities. In situations that have the potential for conflict, a faculty member must confer with the department chair or other appropriate administrator and resolve the potential conflict according to institutional procedures before assuming additional professional responsibilities outside the unit.

VI. Implementation

A. Limits of Application to Contract. Nothing contained in this policy shall be construed as imposing any obligations on faculty members to the institution or to the University System beyond those required by law or contract, nor as adding any grounds for termination of a faculty appointment beyond those stipulated in the policies governing faculty appointments, ranks, and tenure, as approved by the Board of Regents.

B. Procedures at Each Institution. Each institution of the University System of Maryland shall develop and publish procedures to implement this policy. Such procedures shall include provisions for regular reporting by faculty members to the institution on all outside

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6For purposes of this policy, unless otherwise stipulated, in the case of a faculty appointment that is jointly held in more than one institution "the president" means the chief executive officer of the institution in which the majority of the appointment resides.
professional consulting or teaching and substantial external professional services, whether paid or unpaid.

Approved by BOR November 1989
Amended by BOR June 2003

TEACHING OUTSIDE THE UNIVERSITY BY FULL-TIME FACULTY (BOR II-3.20)

In the matter of faculty teaching outside the University, Salisbury University operates under BOR II - 3.20 UNIVERSITY SYSTEM OF MARYLAND POLICY ON TEACHING OUTSIDE THE HOME INSTITUTION BY FULL-TIME FACULTY which is reproduced in full below.

A full-time faculty member, with the written permission of the president (or designee) of his or her institution, may teach a maximum of two courses at another institution for extra compensation during the individual's contract year.

GRIEVANCE PROCEDURES (BOR II-4.40)

I. Policy

Introduction

Salisbury University has established the University Grievance Policy to give members of the University community a forum in which to express concerns related to matters involving discipline, unlawful discrimination, or the interpretation or application of University policies. The Policy provides a method for aggrieved individuals from all sectors of campus life, including students, employees, and faculty, to express substantive complaints about University faculty or administrators and have them resolved by disinterested parties in a timely fashion.

The following matters are not covered by these grievance procedures:

1. Claims involving sexual harassment;
2. Claims relating only to alleged violations of policies which were promulgated exclusively by the University System of Maryland, actions of the Board of Regents, or actions of the chancellor of the System, over which SU has no jurisdiction;
3. Retrenchment appeals.
4. Student disciplinary matters handled through the Judicial Boards.
5. Student disciplinary matters involving alleged violations of academic integrity.
6. Grievances against University police officers that could result in the imposition of any discipline against the officer(s).

The following groups shall have jurisdiction over grievances:

Grievances filed by faculty: In all matters involving denials of tenure, and any complaints that a faculty member's academic freedom has been directly restricted, including disputes with other faculty or administrators over grades or grading policies, the grievance shall be referred to the Academic Freedom and Tenure Committee. In matters related to other academic policy concerns, the grievance shall be referred to the Academic Policies Committee. In all other matters, the grievance shall be referred to the Faculty Welfare Committee.

Grievances filed by students: All formal student grievances are filed with the Office of the Vice President for Student Affairs. In campus life matters, the grievance shall be referred to the Student Campus Life Grievance Committee. In all academic matters, including grade disputes, students are expected to begin with the informal process. If the informal process is unsuccessful, then the student should file a formal grievance with the Office of the Vice President for Student Affairs. The grievance will then be referred to the Academic Policies Committee.

Grievances filed by regular nonexempt employees: These grievances shall be handled in accordance with University System of Maryland Policies.

Grievances filed by administrative exempt employees: These grievances shall be handled in accordance with Procedures Governing the filing and Processing of Grievances for Administrative Staff Personnel, found in Appendix M of Laws Relating to and Governing Policies and Procedures of the Board of Trustees of State Universities and Colleges of Maryland.

Jurisdictional Disputes: If a dispute arises over the jurisdiction of the committee assigned to decide the matter, the jurisdictional dispute shall be resolved as follows: for a grievance filed by faculty, it shall be resolved by the president of the Salisbury University Faculty Senate; for a grievance filed by a student, it shall be resolved by the Office of the Vice President for Student Affairs.

II. Salisbury University Procedures

PROCEDURES

The Policy includes two different avenues through which a grievant, at his or her option, may initiate a complaint. Nothing in this policy is to be construed to inhibit or prevent the grievant from reconsidering a less formal option, once the formal grievance procedures have begun.

A. Informal Process

All members of the University community are encouraged to attempt to resolve differences

"Regular" means non-contingent employees.
between themselves and others in an informal manner. This may entail only a conversation in which the views of both parties are aired in a mutually satisfactory manner or a conversation using a neutral third party for mediation. If this step does not satisfy the grievant, a written complaint should be prepared, which should be provided by the grievant to the person alleged to be responsible, either directly or because of a supervisory role, for the alleged wrong. The complaint should set forth a chronology of events leading up to the grievance, and should include the names of persons with knowledge of the events in question, pertinent dates, a description of the actions taken against the grievant which led to dissatisfaction, and a proposed resolution to the problem. If known, information about relevant University policies should be provided. The responsible individual should respond in writing to the complaint. If the response is not satisfactory to the grievant, he or she may solicit the assistance of the supervisor of the responsible person to resolve the complaint. If no resolution is possible, the grievant may elect to not proceed with the complaint or may begin the formal grievance process.

In cases of grade disputes, under normal circumstances the student should:

- Contact the instructor of the course. This should occur by the end of the second week of the fall or spring semester following the semester when the grade was awarded.
- If it is not possible to resolve the dispute with the instructor, contact the chair of the department.
- If the dispute has still not been resolved, contact the dean.
- If the dispute has still not been resolved, begin the formal process.

B. Formal Process

1. Filing the Grievance

If the informal process is not successful in resolving a complaint, a formal grievance may be initiated. To initiate the process, a student or faculty grievant shall file a written complaint, similar in content to that filed in an informal grievance, with the Office of the Vice President for Student Affairs or Office of the Provost, respectively. An exempt or nonexempt employee grievant shall file a written complaint in accordance with System policy.

2. Referral to Committee

The Provost or Vice President for Student Affairs or his or her designee shall refer the grievance to the appropriate University committee for review and recommendation. The committee shall meet and determine in its sole discretion whether sufficiently significant questions have been raised and remain unresolved. Committees then have the following options: 1) to initiate an investigation, 2) to forego an investigation and initiate a formal hearing or 3) to render a written decision based on evidence submitted.

3. Committee Investigation

If the committee determines that an investigation or hearing should be undertaken to resolve the grievance, it shall send written notice to all parties that the committee will be investigating the grievance through a series of interviews at which the committee will collect additional information and evidence necessary for it to render an informed and reasoned judgment. The investigation may include interviews with the parties to the grievance and with any witnesses to the events, a review of any pertinent documents and any other actions that the Committee deems appropriate.

4. Hearing

If a hearing is to be held, the committee shall send written notice of the time, date and location to all parties. The hearing shall be conducted as follows:

a. The hearing shall be held at a reasonable time when all parties are available or have an opportunity to be present.

b. The parties shall be entitled to make opening and closing statements.

c. The parties shall be entitled to present evidence through witnesses and documents, and shall be entitled to cross examine the opponent's witnesses.

d. The hearing shall be closed to all persons but the grievant, the alleged responsible person, and the committee, unless all of the above persons agree otherwise.

e. No one may be represented by an attorney at the hearing, unless the accused is facing or may face criminal charges relating to the subject of the grievance. If so, both parties may elect to have counsel assist them. In this case, counsel for the committee may be present. The role of legal counsel in these hearings shall be limited to the role of advocate for their party in procedural concerns and assistance in the process. At no time may legal counsel give statements or participate in questioning witnesses and committee members. In all other grievances, the grievant and the subject of the grievance may be accompanied to the hearing by a non-legal advocate of his or her choosing.
who may provide support to the individual but otherwise shall not participate formally in the proceedings. The advocate shall be a member of the University student body, faculty, staff or administration.

f. Formal rules of evidence need not be followed at the hearing. The committee may receive such evidence as a reasonable person would consider reliable in making important decisions. If a question arises about the authenticity of a document or the reasonableness, relevance or redundancy of evidence, the chair of the committee shall be the final decision-maker on the evidence’s admissibility.

g. The parties may request, in writing, that the committee contact specified persons to appear at the hearing to testify on behalf of the parties. The request must be made at least five working days before the scheduled hearing in order to allow ample time for the committee to make the requests.

h. The chair of the committee shall be responsible for conducting the hearing in an efficient and decorous manner and shall rule on all disputes related to the procedures used throughout the proceedings. The chair may set reasonable limits on the length and nature of the opening statements, the evidence presented and on the duration of the hearing. At any time, the chair may seek the advice of legal counsel.

i. The grievant has the burden to prove by a preponderance of the evidence that the action or inaction complained about did occur and that it was contrary to University policy or procedures.

5. Findings

After the investigation or hearing has been held, the committee shall meet to consider the merits of the grievance. It shall consider only that evidence that was admitted in the investigation or hearing, and only those grievances which were formally part of the process. The deliberations shall be private and no recordings shall be made, nor shall any notes be kept other than purely personal notes of the members.

Upon receipt of the written notice, the grievant shall have five working days to decide to pursue or withdraw the grievance. In order for a sanction to be imposed or a decision reversed, the grievance must be pursued beyond the committee's deliberations. The grievant may confer with the chair of the committee before making this decision at which time the chair will explain the committee's rationale for its decision.

If the grievance is pursued, the committee shall issue a full report of its findings and its recommendations, including any dissenting views, after the report has been reviewed by all committee members. The report shall be sent to the Provost or Vice President for Student Affairs, who will send a copy to the grievant and the allegedly responsible party.

The Provost, in instances of grievances filed by faculty and instances of grievances filed by students grieving academic matters, or the Vice President for Student Affairs, in instances of grievances filed by students other than academic matters, will make a final determination as to findings and sanctions, will make a final report, and convey it to the parties and the chair of the committee.

6. Appeal

If either party is dissatisfied with the findings of the committee, Provost or Vice President of Student Affairs, he or she may file an appeal to the President of the University. The bases for an appeal are only the following: (1) committee's failure to follow the procedures set forth in this Policy in a way which could have significantly prejudiced the appellant; (2) bias on the part of a committee member; or (3) the decision was based on a clearly erroneous interpretation of the evidence. The President may review the matter at his or her discretion, and shall issue a decision upholding or rejecting in whole or in part the findings of the committee. The decision of the President shall be final.

7. Time Frame

The following suggested deadlines shall be used for the various events that occur during the grievance process. They shall be followed unless unforeseen circumstances prevent compliance. The total amount of time from incident through a final decision from the President may be as much as 90 working days. All time limitations contained within this policy may be extended for good cause as determined by the relevant committee. Failure to adhere strictly to the suggested deadlines shall not be
grounds for appeal unless significant prejudice has occurred.

a. Filing the formal grievance: this must occur within thirty (30) working days\(^8\) of the date on which the grievant knew or should have known of the grievable incident. There must be strict compliance with this deadline. Unless the grievant and responsible party agrees in writing to stay the enforcement of this deadline, the thirty working day period applies even if the informal process has not been completed.

b. Response to the complaint: within ten working days of the receipt of the complaint.

c. Decision to proceed with an investigation and possible hearing: within ten working days of the receipt of the formal complaint by the committee.

d. Investigation, interviews and/or hearings: Completion within twenty working days of the decision to proceed with an investigation or hearing.

e. Issuance of committee's decisions and recommendation to the Office of the Provost or the Office of the Vice President for Student Affairs: within five working days of the decision to proceed without an investigation or hearing or within five working days of the last interview or hearing.

f. Grievant has five days to decide to pursue or withdraw the grievance.

g. Issuance of committee report: within ten working days of the request of the grievant.

h. Issuance of the Provost's or vice President's determination to the parties: within five working days of issuance of the committee's findings to that Office.

i. Filing of appeal: within five working days of the issuance of the Provost's or Vice President's determination.

j. President's final ruling: within ten working days of the receipt of the appeal.

8. Miscellaneous

The matters addressed in any grievance will be kept in confidence by the parties directly involved.

\(^8\) For faculty, the applicable period for “working days” is the contract year, August 15\(^8\) through June 15\(^9\). For students, the applicable period includes the fall and spring semesters of the academic year.

Under no circumstances shall any findings be provided to anyone other than the committee members, the Office of the Provost, the Office of the Vice President of Student Affairs, the Office of the President, the grievant, the person(s) allegedly responsible and their attorneys if such have been consulted. The committee may seek the advice of legal counsel at any time during the process.

Revised Document Approved by the Faculty Senate on May 11, 1999; Second Revisions of Document Approved by Faculty Senate on March 13, 2001, Revisions Approved by Provost October 7, 2002

FACULTY EMPLOYMENT OF MEMBERS OF THE SAME FAMILY (BOR II-5.00)

In the matter of employment of members of the same family to the faculty, Salisbury University operates under BOR II - 5.00 UNIVERSITY SYSTEM OF MARYLAND POLICY ON FACULTY EMPLOYMENT OF MEMBERS OF THE SAME FAMILY which is reproduced in full below.

1. It is the policy of the University System of Maryland that appointment and promotion of faculty be based on the qualifications and performance of the person(s) under consideration.

2. In keeping with this policy, members of the same family, including husband and wife, are eligible for employment as faculty members. However, a direct supervisory relationship shall not exist between the parties in these instances at the time of employment or thereafter, nor shall one member of the family assume for the other the formal role of advocate or judge with respect to conditions of employment, promotion, or tenure. Where members of the same family are recommended for employment in the same department or unit, the arrangement shall be approved in advance and in writing by the provost.

FACULTY RETRENCHMENT (BOR II-8.00)

1. General Principles

a. The term "retrenchment" means the termination of a faculty appoint as authorized in the November 29, 1990, University of Maryland (USM) Board of Regents Policy on Faculty Retrenchment (II-8.00).\(^9\)

\(^9\)For the purposes of these procedures, “restricted funding” as used in the USM’s policy on faculty retrenchment shall mean as applicable I) the lack of appropriations of other funds with which to support the appointment, as set forth in the University System of Maryland Policy on Appointment, Rank and Tenure of Faculty, section I.C.9 or ii) such other meaning set forth in corresponding sections of earlier faculty appointment agreements still in effect.
b. The retrenchment procedures which follow do not apply to such normal staffing actions as:

1) Not filling vacant positions;
2) Deciding against contract renewal in the ordinary course of contract renewals;
3) Reallocating vacant positions to programmatic areas with high need.

c. These retrenchment procedures are applicable only to a rank identified or permitted under the USM Policy on the Appointment, Rank and Tenure of Faculty (II-1.00) of the USM Bylaws, Policies and Procedures of the Board of Regents.

The USM Retrenchment Policy and these retrenchment procedures are in addition to and not in limitation of other USM and Salisbury University's policies and procedures concerning faculty appointment, nor are they in limitation of any USM or Salisbury University’s policy on academic program review.

2. Initiation of Retrenchment

The president has the sole authority within Salisbury University, subject to the authority of the Board of Regents, to initiate retrenchment. The president shall initiate retrenchment when the president determines that retrenchment is necessary, consistent with the USM and Salisbury University's policy on Appointment, Rank and Tenure. Before determining that a fiscal crisis necessitates retrenchment, the president shall consult with the chancellor and the Board of Regents. The Board may request relevant information from the president and may consider comments from representatives of campus and faculty governance bodies and other interested persons.

The policy of Salisbury University is to make every reasonable effort to avoid retrenchment, even under the extraordinary circumstances of budgetary or programmatic contraction. However, program review is a part of routine institution planning. While such reviews may be motivated in part by broad financial considerations, they normally occur as part of the ongoing management of the institution. Resulting program eliminations provide a basis for faculty terminations without the necessity of showing a lack of appropriations. Where the lack of appropriation is the basis for faculty retrenchment, the retrenchment plan may take into consideration such non-financial factors as institutional mission, long-range educational planning, and may call for program reductions and/or program eliminations. A lack of appropriations exists when, in the president's judgment, there is a fiscal crisis that threatens or endangers the institution's ability to carry out its mission as defined in the most recent mission statement approved by the Board of Regents, and the termination of tenured or tenure-track faculty appointments will be substantially less detrimental to the institution's ability to fulfill its mission than other forms of budgetary curtailments available to the institution.

The university prefers, nevertheless, the following measures to retrenchment of faculty:

1) retraining of faculty;
2) reducing the use of part-time and contractual faculty positions;
3) transferring faculty to other duties (in other academic departments or administrative units);
4) encouraging early retirements;
5) leaving vacant positions unfilled;
6) not renewing tenure-track appointments.

Only when the president believes that such measures are inadequate or inappropriate will the university retrench faculty.

3. Procedures

a. Prior to faculty retrenchment, a Retrenchment Committee shall be formed.

The committee shall consist of the following:

The committee shall consist of ten voting members: Six ex officio members: the President of the University, the Provost or his/her designee, the chairperson of the Faculty Welfare Committee, the chairperson of the Academic Policies Committee, and the two Faculty representatives to the State Faculty Council; three department chairpersons serving three-year terms with one retiring annually, elected by their chairperson peers from departments not already represented by Faculty designated above; and a Designated Senator (voting) from a department not already represented above. The President of the University shall be the chairperson. Should a committee member's program or department be recommended for retrenchment, the President of the University shall so notify the Membership and Elections Committee who in turn shall remove the Faculty member from the committee and designate a replacement. Members of
the Faculty Mediation Committee, Faculty Hearing Committee, and the Retrenchment Appeals Committee may not serve on this committee.

b. The Retrenchment Committee shall develop a plan for retrenchment considering the following factors in accordance with the mission of the university:

1) The educational mission of the university
2) The programmatic mission of the university
3) Budgetary constraints of the university
4) The impact of any proposed action of retrenchment on students
5) The impact of any proposed action on the faculty
6) Termination of appointment for the purpose of retrenchment should be a last resort. Every reasonable effort should be made to locate the faculty scheduled for retrenchment elsewhere on the campus.

c. The Retrenchment Committee may investigate and suggest all reasonable alternatives to retrenchment. If retrenchment must be implemented, the unit of retrenchment shall be the school, department, or curricular concentration. When making the list of appointments within the retrenchment unit, the only faculty members to be included on the list are those whose appointments are made within the school, department, or curricular concentration in which the retrenchment unit is located. The list shall not include faculty members assigned to the retrenchment unit, but whose appointments are in another school, department, or curricular concentration. After the approval of these procedures, any new, renamed or reorganized school, department or curricular concentration created within the University shall constitute a separate retrenchment unit.

When the president has requested a plan for retrenchment, the Retrenchment Committee shall produce such a plan. Should the committee fail to do so, the president shall have the right to appoint a new committee. The Retrenchment Committee normally shall have at least two (2) months to develop a plan. Nevertheless, the president retains the authority to establish a shorter time period when the president believes that swifter action is required.

d. The committee shall submit the retrenchment plan to the president for approval at least three (3) months prior to the implementation date, as established by the president. The president shall report the retrenchment plan to appropriate committees and the institution. All options considered by the Committee, and the expected consequences of each shall be presented with the recommendation of the Committee. The recommendation of the Committee shall include an explanation of its identification of the retrenchment unit recommended for retrenchment. Consistent with applicable law, deliberations about specific personnel decisions of any committee shall be confidential.

4. Authority of the President

The president has final authority over any decision or determination under these retrenchment procedures. In addition to the advice of the committees established under retrenchment procedures, the president may seek the advice of any individual, group or office within Salisbury University or outside the institution. The president may adopt recommendations from any committee identified in the retrenchment procedures, adopt them with modifications, or reject them and make substitutions for them.

If the president does not accept the recommendations of the committee in whole or in part, he/she should consult with the committee concerning the reasons for this action.

The president shall have the right to adjust any schedule referenced in the retrenchment procedures except for those pertaining to the notice for termination and to the appeal process. An effort will be made to give advance notice of any such adjustment. Failure to comply with such schedules, however, shall not be grounds for appeal under these retrenchment procedures.

5. Notification of Termination

The president shall give a written notice of termination to each faculty member whose appointment is to be terminated pursuant to these retrenchment procedures. The termination notice shall include:

a. notification that the appointment is being terminated pursuant to these retrenchment procedures;

b. the applicable notice period;

c. the effective date of termination;
d. a statement that System Administration shall send, for a period of one year, written notice of faculty openings within the System to the last address that the faculty member has on record with the institution;

e. notification of the right of the faculty member to appeal the termination of appointment and a copy of these retrenchment procedures;

f. if applicable, a statement that deviation was made from the order of termination and the circumstances of the deviation.

In all cases of retrenchment, the position of the faculty member concerned shall not be filled by a replacement within a period of three years unless the released faculty member has been offered reinstatement. A faculty member would have no more than 90 days to accept or reject reinstatement. If the University, because of retrenchment terminates a faculty member within a retrenchment unit, the University shall not make a new appointment(s) or create new position(s) with equivalent duties and responsibilities in that retrenchment unit, or a successor unit, within a period of three years unless the released faculty member(s) has been offered reinstatement, at the same or higher rank and tenure status and up to 90 days in which to accept or reject reinstatement.

7. Order of Termination

a. Retrenchment within a retrenchment unit shall be as follows:

1) Part-time faculty on non-tenured track temporary contract;
2) Full-time faculty on non-tenured track temporary contract;
3) Tenure-track faculty;
4) Tenured faculty.

Deviations from the order of termination may be made only when the termination of the appointment of the faculty member would significantly impede the ability of the institution or retrenchment unit affected by retrenchment to fulfill its mission and goal or to fulfill commitments under grants and contracts.

The reason and basis for making a decision to deviate from the order of termination shall be adequately documented.

b. Seniority

The termination of employment of tenured faculty shall be by ascending length of service. Seniority is based on length of service at the University dating from the respective date of initial appointment in the tenure-track position, not the date tenure was awarded. Faculty members with equal seniority shall be released in reverse order of obtaining tenure status. Faculty members of equal seniority and with equal years of tenure status shall be released in ascending order of academic rank.
8. Appeals Process

a. Retrenchment Appeals Committee

The composition of all committees established with the institution's retrenchment procedures shall include at least 50% faculty within its membership of which one half are elected by the faculty and the remaining half appointed by the president. The committee shall have five voting members: five members of the Faculty elected at-large serving three-year terms, no two from the same department, no fewer than three of whom are tenured, with two retiring in each of two years and one the next. Members of the Faculty Mediation Committee, Faculty Hearing Committee, and the Faculty Retrenchment Committee may not serve on this committee. The Membership and Elections Committee shall appoint a temporary replacement for a committee member should a member of his/her department or program be appealing retrenchment. Should an elected faculty member not be the Designated Senator, a non-voting Designated Senator shall also serve on the committee. The committee shall elect its chairperson annually.

No Retrenchment Appeals Committee member will participate in a hearing in which the committee member is subject to a conflict of interest. Conflicts of interest include, but are not limited to, being a member of the same department or program as the appealing faculty member. An appealing faculty member shall be entitled to disqualify one committee member, whether elected or appointed, for any reason. Anytime an elected committee member is removed or fails to serve, the Nominations and Elections Committee shall appoint a replacement member.

The committee shall elect its chair annually.

If the faculty decline to elect faculty member(s) in a timely manner, or if the faculty decline to serve, the president shall appoint the required number of committee members to serve on the committee.

The committee shall consider the appeal of any faculty member terminated under a retrenchment plan and shall use for these cases procedures set forth herein.

b. Filing an Appeal

A faculty member whose appointment is terminated under these retrenchment procedures shall have a right to appeal in accordance only with these procedures. No other appeal procedures within Salisbury University are applicable.

The faculty member must include all grounds for appeal in the written request for appeal. The filing of a request for appeal will not alter the effective date of termination of the appointment.

c. Appeal Schedule

1) A request for appeal must be filed with both the president and the chair of the University Forum within ten (10) working days after the effective mailing date of the notice of termination. The president will notify the chair of the Retrenchment Appeals Committee of the appeal.

2) The committee shall inform the faculty member of the date, time and place of the hearing no later than ten (10) working days after the President's receipt of the request for appeal. The committee must schedule the hearing to occur within 30-45 calendar days after the President's receipt of the appeal.

3) The faculty member may, at the Committee's discretion, amend the original request for appeal to include or delete grounds for appeal. Such amendment must be in writing and must be made no later than ten (10) working days before the hearing is scheduled to occur. The faculty member must file the amended appeal with the president ten (10) working days before the hearing is scheduled to occur.

4) The faculty member must provide to the committee a statement of facts on which the appeal is based and a list of witnesses and documents to be introduced at the hearing no later than five (5) working days prior to the date of the hearing.

5) The institution must provide the committee a list of witnesses and documents to be introduced at the hearing no later than five (5) working days prior to the date of the hearing.

6) The committee shall send its recommendation to the president no later than ten (10) working days after the hearing.

10Working days are defined as Monday through Friday, inclusive, exclusive of holidays recognized by the institution.
conclusion of the hearing. Written minority opinions may also be sent to the president at the request of the dissenting members.

7) Within ten (10) working days after receipt of the committee's recommendation, the President shall issue a final decision and mail a copy to the faculty member by U.S. certified or registered mail, return receipt requested.

d. Grounds for Appeal

The grounds for appeal shall be limited to:

1) error in the application of the order of termination of appointment;

2) procedural error;

3) insufficiency of notice of termination;

4) whether any deviation from the order of termination was made without reasonable grounds; and

5) the termination was otherwise unlawful.

e. Conduct of the Hearing

The Institution will be represented by the Office of the Attorney General or its designee. The faculty member may be represented by legal counsel throughout the appeal proceedings at the faculty member's expense.

The faculty member and the institution may each call and cross examine witnesses and present documentary evidence at the hearing. Each member of the committee may call and question witnesses and request the presentation of documentary evidence.

The formal rules of evidence and of judicial procedure shall not apply to the appeal hearing; however, the committee may exclude irrelevant or repetitious testimony.

The hearing shall be audio taped and a copy of the tape shall be made available if requested by the faculty member.

The faculty member's failure to appear at the hearing shall be deemed a voluntary dismissal of the appeal in the absence of extraordinary circumstances.

Postponement of the hearing may be granted at the discretion of the committee upon the written request of the faculty member.

The appeal committee must make the decision based on the record. Consistent with applicable law, the committee's deliberations about specific personnel decisions shall be confidential. The committee's decision will be based on a simple majority vote with a quorum of at least seventy-five percent of the membership present and voting.

The committee shall send its recommendation to the president no later than ten (10) working days after the date of the conclusion of the hearing. Written minority opinions may also be sent to the president at the request of the dissenting members.

SALARY ADVANCES (BOR VII-4.30)

1. Where appropriate, the president of Salisbury University may authorize salary against unearned income to faculty.

2. Authorized salary advances shall not exceed 90% of the expected bi-weekly salary. (For procedures see Appendix M).

REIMBURSEMENT OF MOVING EXPENSES FOR NEW EMPLOYEES (BOR VII-4.40)

1. The president of the university may authorized the payment of moving expenses of normal household goods including reasonable packing and unpacking charges when it's deemed to be in the interest of the university. Moving expenses are authorized only when the distances between the former residence and the university exceeds 35 miles one way. Exceptions to the 35-mile limitation may be made for payment of relocation expenses when the relocation is for the convenience of the institution or component. Nothing in this policy requires the payment of moving expenses.

2. It is the policy of Salisbury University that moving expenses may be reimbursed to a new employee if the following criteria are met:

   a. The payment of moving expenses follows the general guidelines as approved by the Board of Regents under policy VII-4.40;

   b. Reimbursement has been approved by both the dean and vice president’s office in advance of employment;

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c. Moving expenses become a part of the initial faculty employment contract or letter of offering for administrative staff and;

d. A designated fund source is available, indicated and approved (i.e., department account code).

3. Procedures for Reimbursement are as follows:

The new employee should submit to the Accounts Payable office:

a. A completed, signed, and authorized expense account form;

b. A copy of the faculty contract or the letter of offering and;

c. Original moving receipts.

Please note: The Accounts Payable office will forward a copy of the expense account to the Salisbury University Payroll office, which will complete an Employee Moving Expenses Report. This report indicates any qualified Moving Expense reimbursement paid directly to the employee and/or all non-qualified Moving Expense reimbursements. Upon completion, the Employee Moving Expense Report will be sent to the State of Maryland, Comptroller of the Treasury’s Central Payroll Bureau. Qualified moving expense reimbursements will be shown on the employee’s W-2 in Box 13 with a Code “P”. Non-qualified moving expense reimbursements will increase Federal, State and FICA wages and are subject to tax withholding.

Internal Revenue Service Publication 521 categorizes moving expenses as follows:

Deductible (Qualified) Moving Expenses
Moving your household goods and personal effects (including in-transit storage expenses), and Traveling (including lodging) to your new home.

Nondeductible (Nonqualified) Moving Expenses
Meal expenses,
Car tags,
Pre-move house-hunting expenses,
Temporary living expenses,
Expenses of buying or selling a home,
Expenses of getting or breaking a lease,
Security deposits (including any given up due to the move),
Home improvements to help sell your house,
Loss on the sale of your home,
Mortgage penalties,
Losses from disposing of memberships in clubs,
Any part of the purchase price of your new home,
Real estate taxes,
Driver’s license,
Storage charges (except those incurred in transit).
For more information obtain Publication 521, Moving Expenses, by phoning 1-800-829-3676 or by downloading from www.irs.gov.

Approved July 2000 by SU Administration and Finance Office

TUITION REMISSION FOR FACULTY AND STAFF (BOR VII-4.10)

Salisbury University Regular Faculty and Staff employees on Regular or Retired Status may enroll in academic courses to improve their skills or for personal development purposes with tuition costs associated with such courses remitted in whole or in part.

Tuition Remission at University system or Maryland Institutions

1. Tuition remission is extended to Regular Faculty and Staff employees. A Regular Faculty or Staff employee is one who works in a position that has been approved through the budgetary and pertinent appointment classification processes and that is intended to last six months or more regardless of the nature of the source of funds or who has retired from such a position. This definition applies to both full-time and part-time Faculty and Staff employees. For the purposes of acceptance of tuition remission requests, a Retiree must be receiving State of Maryland retirement checks and/or Optional Retirement Plan (ORP) retirement checks, and have earned at least five years of total service credit at one or more institution(s) of the USM. Verification of Retiree Status may be obtained by contacting the Human Resources Office of the institution from which the employee has retired.

2. Tuition remission shall be subject to the individual’s admissibility to the institution and to the program in which the courses are to be taken and to the other academic regulations of the institution governing student enrollment (for example, course prerequisites and registration deadlines).

3. Full-time Regular and Retiree Faculty and staff employees shall be permitted to register for courses not to exceed eight (8) credits per semester with remission of tuition. Regular part-time Faculty and Staff employees who are employed at fifty percent or more time in the USM or retirees from such positions shall be permitted tuition remission for credits proportional to their percentage of service. Tuition remission does not include mandatory fees, which remain the responsibility of the Regular or Retiree Faculty or Staff employee. Courses taken
under this policy shall not interfere with the assigned responsibilities of any Faculty or Staff employee and shall require the approval of the Chief Executive Officer (CEO) or designee.

4. The Regular Faculty or Staff employee may register for the desired course(s) at any institution in the USM. Regular Faculty and staff employees employed by any USM institution, who otherwise meet admissibility and registration criteria, shall be granted tuition remission at any USM institution on the same basis as Faculty and Staff employees who are employed by the host institution.

5. Programs of study to be exempted from this policy shall include the M.D. and D.D.S. programs at the University of Maryland, Baltimore and such other programs as may be recommended by the CEO of the institution offering the program and approved by the Chancellor. Availability of tuition remission for self-support programs and courses shall be recommended by the CEO of the institution offering the program and approved by the Chancellor. The host institution shall apply the exempted status equally to all applicants who wish to participate in the tuition remission program, whether from the host institution or other institutions.

6. The procedures for implementing this policy are detailed in VII - 4.10 BOR: UNIVERSITY SYSTEM OF MARYLAND POLICY ON TUITION REMISSION FOR FACULTY AND STAFF.

Tuition Remission at Salisbury University

1. Tenured faculty who are terminated because of retrenchment in the university may continue to receive tuition waivers for up to six hours per semester for one year from the date of termination as long as the terminated faculty member is not employed full-time.

2. The USM’s "Request for Tuition Waiver" form can be obtained from the Human Resources (HR) Office and must be submitted to the department chair or designee and HR Office for approval prior to registering for classes.

3. An exception to the tuition remission policy will be made for SU faculty interested in taking advantage of the Ph.D. program in Organizational Leadership offered at UMES, when offered in the Cohort week-end format. With this exception SU faculty will be able to register for up to three courses/nine credit hours per term provided the courses do not interfere with regular university duties.

Tuition Remission for Full-time Contractual Faculty

Full-time non-tenure track faculty working full-time may register for up to eight (8) credits per semester at SU at both the undergraduate and graduate level with 100% tuition remission. Spouses and dependent children of full-time non-tenure track faculty with more than two years of continuous service are eligible for 100% tuition remission only on course work applied toward a first undergraduate degree at SU. Tuition remission may be available for Winter Term or Summer School on a space available basis.

Approved September 1996
Amended by USM June 2003
Revisions approved by Human Resources September 2003

TUITION REMISSION FOR SPOUSES AND DEPENDENT CHILDREN OF FACULTY AND STAFF (BOR VII-4.20)

Permanent faculty and permanent staff may enroll in academic courses to improve their skills or for personal development purposes with tuition costs associated with such courses remitted in whole or in part.

A. Tuition Remission at University System of Maryland Institutions

1. Tuition remission is extended to the spouses and dependent children of all classes of permanent faculty and permanent staff. A "permanent" faculty member or staff is one who works in a position approved through the budgetary and pertinent appointment classification processes and that is intended to last six months or more regardless of the nature of the source of funds or who has retired from such a position, provided that his or her period of employment began before January 1, 1990. For purposes of acceptance of requests for tuition remission, a "University System of Maryland retiree" must be receiving State of Maryland retirement checks and/or TIAA-CREF retirement checks and have earned at least five (5) years of University System of Maryland service credit, inclusive of the former University of Maryland and the former Board of Trustees of State Universities and Colleges. Verification of retiree status may be obtained by contacting the Human Resources Office of the institution from which the employee has retired. The term "spouse" shall mean one with whom the employee has entered a legally effective marriage, provided that it shall not include an estranged spouse who maintains a separate domicile. The term "child" shall include a son, daughter, stepson, stepdaughter, legally adopted son, and legally adopted daughter. A "dependent child" is a child who is "financially dependent," as that term is defined by the Internal Revenue Service.
spouses and dependent children of permanent part-time faculty and permanent part-time staff who are employed at 50 percent or more time, the percentage of tuition remitted shall be proportional to the percentage of service of the faculty member's or staff's employment. Tuition remission does not include mandatory fees, which remain the responsibility of the individual student.

2. The exercise of the benefit of tuition remission shall be subject to the individual's admisssibility to the institution and to the program in which the courses are offered and to the other academic regulations of the institution governing student enrollment.

3. Programs of study to be exempted from this benefit shall include the M.D. and D.D.S. programs at the University of Maryland at Baltimore and such other programs as are recommended by the president of the institution offering the program and approved by the chancellor. The availability of tuition remission for self-support programs and courses at each institution shall be recommended by the president and approved by the chancellor. The president of the institution offering the program shall apply the exempted status equally to all spouses and dependent children who desire tuition remission, whether from the host institution or other institutions.

4. Subject to the provisions in paragraphs 1 through 3 above, spouses and dependent children of full-time faculty and full-time staff of the University System of Maryland or its predecessors who die in service shall be permitted to register for courses with tuition remission for a period of time determined by the duration of full-time employment of the faculty member or staff, as follows: if the length of time of employment of the deceased faculty member or staff was less than three years, the spouse or dependent is eligible for tuition remission for one academic year; if at least three but less than five years, two academic years; if at least five but less than seven years, three academic years; if at least seven but less than nine years, four academic years; and if more than nine years, five academic years. Eligibility for tuition remission for spouses will expire at the end of seven years following the death of the full-time faculty or staff, and on the twenty-second birthday for dependent children. For spouses and dependent children of deceased permanent part-time faculty members or permanent part-time staff who were employed at 50 percent time or more, the percentage of tuition remission shall be proportional to the percentage of service of the faculty member's or staff's employment, averaged for the three years immediately preceding his or her death. The length of time for which tuition remission will be available for such surviving spouses and dependent children shall follow the formula described in this paragraph.

5. This benefit shall be extended, for a period not to exceed four years from the date of approval of this policy, to the spouses and dependent children of faculty and staff of Morgan State University who are currently enrolled in courses at institutions of the former Board of Trustees with remission of tuition, under policies of the former Board of Trustees of the State Universities and Colleges. This provision is dependent upon reciprocity being extended by Morgan State University to spouses and dependent children of faculty and staff at such institutions who are enrolled at that institution under the same policies.

6. The procedures for implementing this policy are detailed in VII - 4.20 BOR: UNIVERSITY SYSTEM OF MARYLAND POLICY ON TUITION REMISSION FOR SPOUSES AND DEPENDENT CHILDREN OF FACULTY AND STAFF. These procedures require that tuition remission benefits for spouses and dependent children of permanent faculty and permanent staff whose period of employment began on or after July 1, 1992 shall, in addition to restrictions outlined in BOR VII - 4.20, be available only after the faculty or staff employee has been in the university service for two years prior to the anticipated date of registration for course work.

B. Tuition Remission at Salisbury University for Spouses and Dependent Children of Faculty and Staff

1. Spouses and children of regular, full-time faculty and staff may enroll either as part-time or full-time students and receive tuition waivers on a space available basis.

2. Dependent children of retrenchment-terminated, full-time faculty who are enrolled full-time in the undergraduate program of a State University at the time of the parent's termination may continue to receive a tuition waiver for one year from the date of the termination.

3. Spouses and dependent children of full-time faculty who have been employed full-time by the university for at least seven of the previous ten (10) years may take courses at Salisbury University without payment of tuition, during an eight-year period after the death of the faculty member if there is space available in the courses and the president of the university approves. Spouses of full-time faculty members who die, are not eligible for tuition waivers if they remarry after the death.
4. Only tuition is waived and all other applicable fees must be paid by the individual. Admission requirements are not waived and admission to undergraduate and graduate courses will be determined by the appropriate administrators.

5. The form "Request for Tuition Waiver" can be obtained from the Human Resources Office and must be submitted to the department chair or supervisor, the provost, the appropriate vice president or director, and finally to the president for approval, prior to registering for classes.