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

Appointment of Faculty

A. Search Process

1. Determination of Tenure Track/Permanent Status 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/permanent status line should fill the “Request to Fill a Faculty Position” form found in Appendix A-2 and forward it to the school/library 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/library 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/permanent status.

3. Formation of Search Committee.

After the provost has given authorization to recruit, the appropriate dean will ask the department chair/designated librarian to form a Search Committee composed of full-time faculty, if possible from the department/library, 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/library 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, or, in the case of the library, with another appropriate academic department. (The dean is to take into account the burden this service may place upon those minority faculty currently employed.) At least one member of a faculty search committee should participate in building diversity workshops offered by the Office of Diversity. The Office of Human Resources should be invited to speak at the first meeting of the search committee to review equal opportunity employment guidelines.


The job description must be specific as to title, rank of appointment, primary duties, and qualifications required, and if appropriate, specialty within the discipline. Normally, included along with the position description and candidate qualifications are a deadline for receipt of applications, a letter of interest, a request for at least three letters of recommendation and copies of transcripts of formal education. The qualifications required or preferred must reasonably relate to the job to be performed; it is unlawful to overstate the minimum qualifications. Every SU web-posted advertisement should include the statement “Salisbury University has a strong institutional commitment to diversity and is an Equal Opportunity/Affirmative Action employer, providing equal employment and educational opportunities to all those qualified, without regard to race, color, religion, national origin, sex, age, marital status, disability, or sexual orientation.” All print advertisements should include at a minimum the statement: “SU is an EEO employer and is strongly committed to recruiting and retaining a diverse faculty, staff and student body” where the advertisement includes reference to the SU Human Resources website which contains the complete AA/EEO statement. 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/designated librarian is responsible for preparing the job advertisement and locating appropriate discipline specific advertising venues. The department chair/designated librarian sends the announcement and list of advertising venues to the dean who then sends it to the provost for approval. The announcement is then sent to the Office of Human Resources and the Office of Diversity for further review. Any of these reviewers may add additional advertising sources or recommend changes to the announcement. The department chair/designated librarian must be informed of any changes made and given the opportunity to work with all other involved parties to amend the final version of the advertisement until all parties are satisfied. When the provost’s approval of the announcement with all changes has been obtained, the Office of Human Resources will place the ad.

Once the job advertisement is finalized, the Office of Human Resources 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 widely 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 Office of Human Resources and the Office of Diversity will assist all departments/library in which an underutilization of minorities or women has been identified with additional strategies specifically geared to attracting a pool of qualified applicants of the under-represented group. 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 desired candidate will still be available.

b. Copies of the position announcement sent electronically by the Office of Human Resources to historically black colleges and universities and Hispanic serving institutions.

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

h. Personal communication by members of the committee with professional contacts.
i. Recruitment at professional conferences, including those oriented to minority students and educators.

j. Contact with selected minority affinity organizations (e.g., Caucus of Black Sociologists), which may provide recruitment assistance. (A listing of these organizations is available in the Office of Diversity.)

k. 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 Office of Diversity.)

l. 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 Office of Diversity.

m. Posting on campus bulletin boards.

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

o. 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 Office of Human Resources. (Note: The committee may conduct an initial screening to eliminate those who do not meet the qualifications 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 Office of Diversity, 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. The Committee may not consider factors such as race, national origin, religion, sex, age, sexual orientation, or condition of handicap; unless the factor relates to the responsibilities of the position or other legal grounds exist.

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/designated librarian and dean. No department/library may invite persons for interviews until it has received approval from the appropriate dean.

NOTE: Some departments/library 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.

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.


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 university initiatives. In such cases, the committee chair should bring these candidates to the attention of the department chair/designated librarian 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 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 Office of Human Resources. 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/library 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/library 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 is available in the deans’ offices. Also see “Checklist For Faculty Search Expenses” and the “Salisbury University Candidate Interview Form” appearing in Appendix A-7 and A-8 respectively.


Candidates are recommended by the department chair/designated librarian in accordance with departmental/library 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/permanent status and promotion are decided by the provost in consultation with the dean and the chair/designated librarian. In general, the department chair/designated librarian 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. Upon signing the contract, the appointee will provide official copies of any transcripts unless such transcript(s) has already been provided. For a variety of reasons, the provost may decide that it is in the university’s best interests to authorize a department/library to make more than one offer in parallel for a potential extra position. Special arrangements for inter-institutional appointments, interdepartmental appointments, and appointments in new academic units will be handled by the provost.

12. **Affirmative Action Recruitment Form.**

Prior to any offer of employment, the department/library 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 Office of Human Resources. 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 Office of Human Resources.

13. **Unsuccessful Candidates or Searches.**

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

If the search committee is unable to fill the position, the chair of the search committee must notify Human Resources of the failed search.

14. **General Record Keeping.**

All written records having to do with the hiring of an individual must be kept for the life of the affirmative action plan (five years) according to the Office of Civil Rights of the U.S. Department of Education. The following form is to be kept on file in the Office of Human Resources: the equal employment opportunity recruitment report. Human Resources will also maintain 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 three years. The department will send these records to Human Resources once the hiring process is complete.

15. **Emergency Recruitment Procedures.**

Emergency recruitment may be warranted where death, medical or other approved leave of absence, resignation, dismissal, or suspension has 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/permanent status 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 dean will notify the provost 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/designated librarian 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/designated librarian) and at least one other appointed
faculty member will screen the candidate and/or candidates recommended by the department chair/designated librarian or supervisor.

d. The department chair/designated librarian will maintain documentation of evaluation criteria and all other correspondence related 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. Prior to an offer agreement being sent to a foreign national, the agreement should contain language that appears in Appendix A-10.

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

3. The official form for letters of appointment to the faculty at Salisbury University appears in Appendix B and provides 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. The contract or letter of appointment shall constitute a contractually binding agreement between the institution and the appointee.

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

5. 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 most University System of Maryland-wide policies and procedures relating to the appointment, rank, and tenure/permanent status of faculty as approved by the Board of Regents, and all then-current Salisbury University policies and procedures relating to the appointment, rank, and tenure/permanent status of faculty as approved by the president of Salisbury University and the chancellor of the University System of Maryland.

6. All faculty appointments shall be made to a designated rank and shall be effective on a specific date.

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. For tenure-track/permanent status appointments, the year in which the appointee is entitled to tenure/permanent status review under this policy (“mandatory tenure/permanent status-review year”) shall be specified in the original and subsequent contracts/letters of appointment. Tenure/permanent status review shall occur in that year unless otherwise agreed in writing by Salisbury University and the appointee. Tenure/permanent status in any rank can be awarded only by an affirmative decision based on a formal review.

2. Appointments and reappointments to the rank of full-time instructor without tenure may be for one to three years, provided no appointment without tenure may extend beyond the end of the mandatory tenure-review year. An appointment to the rank of full-time instructor will be renewed automatically for one additional year unless the appointee is notified in writing to the contrary in accordance with the following deadlines: not later than March 1 of the first academic year of service if the current appointment expires at the end of that year, not later than December 15 of the second academic year of service if the current appointment expires at the end of
that year, and not later than August 1 prior to the third or any subsequent academic year of service if the current appointment expires at the end of that year. For appointments beginning at times other than the start of an academic year, the institution may adjust the notice of non-renewal dates accordingly by specifying such adjustments in the initial contract or letter of appointment. Appointments to the rank of instructor may be terminated at any time in accordance with paragraphs C.6 through C.11.

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 no later than during that sixth year a formal review of tenure as instructor. If the institution fails to conduct a tenure review in accordance with the schedule provided in this policy, the appointee is entitled to a further one-year appointment during which the tenure review shall take place. 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. An instructor who has been reviewed during a mandatory review year 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 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.

3. Subject to any special conditions specified in the letter of appointment, full-time appointments and reappointments without tenure may be for one to three years, provided no appointment without tenure may extend beyond the end of the mandatory tenure-review year. An appointment to the rank of full-time assistant professor will be renewed automatically for one additional year unless the appointee is notified in writing to the contrary in accordance with the following deadlines: not later than March 1 of the first academic year of service if the current appointment expires at the end of that year, not later than December 15 of the second academic year of service if the current appointment expires at the end of that year, and not later than August 1 prior to the third or any subsequent academic year of service if the current appointment expires at the end of that year. For appointments beginning at times other than the start of an academic year, the institution may adjust the notice of non-renewal dates accordingly by specifying such adjustments in the initial contract or letter of appointment. Appointments to the rank of assistant professor may be terminated at any time in accordance with paragraphs C.6 through C.11.

An assistant professor without tenure, whose appointment has been extended to a sixth year of continuous, full-time service, shall receive, no later than during that sixth year, a formal review for tenure. If the institution fails to conduct a tenure review in accordance with the schedule provided in this policy, the appointee is entitled to a further one-year appointment during which the tenure review shall take place. 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 to grant or deny tenure. An assistant professor who has been reviewed during a mandatory review year 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.

4. Appointments or promotions to the rank of full-time associate professor require the written approval of the president of the institution. New full-time appointments to the rank of associate professor may carry immediate tenure provided that each such appointee has been formally reviewed for 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. Promotions to the rank of associate professor carry immediate tenure. Consequently such promotions may only be awarded subsequent to a formal tenure review and an award of tenure.

An associate professor who is appointed without tenure will receive a formal review for tenure during the period of appointment in accordance with the following deadlines: If the appointment is for an initial period of one year, then the formal review must be completed, and written 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 written 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 written notice must be given that tenure has been granted or denied, by no later than August 1
prior to the beginning of the final year of the appointment. For appointments beginning at times other than the start of an academic year, the institution may adjust the notice of non-renewal dates accordingly by specifying such adjustments in the initial contract or letter of appointment. Appointments to the rank of associate professor may be terminated at any time in accordance with paragraphs C.6 through C.11.

If the institution fails to conduct a tenure review in accordance with the schedule provided in this policy, the appointment shall be extended for an additional year, so that the notice required by this section may be provided in full. An associate professor who has been notified in writing that tenure has been denied, barring exceptional circumstances, will receive no further consideration for tenure.

5. Full-time appointments or promotions to the rank of full-time professor require the written approval of the president of the institution. New full-time appointments to the rank of professor may carry immediate tenure provided that each such appointee has been formally reviewed for 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. Promotions to the rank of professor carry immediate tenure. Consequently such promotions may only be awarded subsequent to a formal tenure review and an award of tenure.

A professor who is appointed without tenure will receive a formal review for tenure during the period of appointment in accordance with the following deadlines: If the appointment is for an initial period of one year, then the formal review must be completed, and written 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 written 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 written notice must be given that tenure has been granted or denied, by no later than August 1 prior to the beginning of the final year of the appointment. For appointments beginning at times other than the start of an academic year, the institution may adjust the notice of tenure review dates accordingly by specifying the adjustments in the initial contract or letter of appointment. Appointments to the rank of professor may be terminated at any time in accordance with paragraphs C.6 through C.11.

If the institution fails to conduct a tenure review in accordance with the schedule provided in this policy, the appointment shall be extended for an additional year, so that the notice required by this section may be provided in full. A professor who has been notified in writing that tenure has been denied, barring exceptional circumstances, will receive no further consideration for tenure.

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 written 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, incompetence, 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. at the request of the appointee, the president asks the Faculty Mediation Committee of the Faculty Senate to informally inquire as to the possibility of effecting an adjustment to the situation, which would prevent termination,

c. where such mediation fails, the appointee is given an opportunity to request a hearing by the University Academic Freedom and Tenure Committee.

Once mediation has failed (see 7b above) or if mediation does not occur, the appointee will have 30 calendar days to request a hearing. The request must be made no later than 30 days following notice that the mediation has failed or following receipt of the charges. The hearing will be held no sooner than 30 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’s 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. Either party to the hearing, that is, either the appointee or the person(s) bringing the charges, may request an opportunity for oral argument before the president prior to action on the Committee’s recommendation. 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 Faculty Retrenchment, BOR II - 8.00. The president of the university will give a full-time appointee holding tenure/permanent status 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 rights of faculty. The university will also establish a Retrenchment Appeals Committee with a majority membership of tenured/permanent status 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 the grounds for appeal identified in the university’s faculty retrenchment procedures, implemented in response to BOR II-8.00 (Faculty Retrenchment), located in the faculty handbook.

   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. Final decisions will be made by the president.

10. Notwithstanding any other provisions to the contrary, the appointment of any non-tenured/non-permanent status 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 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 to be
approved by Faculty Senate, Spring, 2006)

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

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.

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. Procedures
for termination of faculty librarians with permanent status are covered in Section G.

Appointments of faculty librarians who do not have permanent status may be terminated under policies and
procedures that apply to full-time non-tenure track faculty.
A person appointed to the position of Dean of the Library and Instructional Resources 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
(See Section G for Criteria and Procedures for Promotion and Permanent Status of Faculty Librarians.)

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.

C. Faculty Ranks

The following criteria are used at Salisbury University to make decisions about the appointment, 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) At 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) 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.

4) 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. In cases where service is not specifically discipline-related, the candidate should describe the service and address how it could be of professional benefit to the candidate and/or to Salisbury University’s role in the community since the faculty member is representing the University positively. Volunteerism related to one’s family, hobbies, or special interests may be laudable but may not be weighted heavily if it appears to be more personal than professional.

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 by the provost for comparable professional activity or research.

3) Excellence in teaching.

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

5) Participation in the activities of the academic community at the department, school, and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization. In cases where service is not specifically discipline-related, the candidate should describe the service and address how it could be of professional benefit to the candidate and/or to Salisbury University’s role in the community since the faculty member is representing the University positively. Volunteerism related to one’s family, hobbies, or special interests may be laudable but may not be weighted heavily if it appears to be more personal than professional.

d. Professor

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

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

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

5) Participation in the activities of the academic community at the department, school, and university levels, including, but not limited to, performing assigned administrative duties, assuming committee responsibilities, effective academic advising of students, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization. In cases where service is not specifically discipline-related, the candidate should describe the service and address how it could be of professional benefit to the candidate and/or to Salisbury University’s role in the community since the faculty member is representing the University positively. Volunteerism related to one’s family, hobbies, or special interests may be laudable but may not be weighted heavily if it appears to be more personal than professional.

2. Faculty Engaged Exclusively or Primarily in Clinical Teaching
   a. Clinical Assistant Professor: The appointee shall hold, as a minimum, the terminal professional degree in the field, with training and experience in an area of specialization. There must be clear evidence of a high level of ability in clinical practice and teaching in the departmental field, and the potential for clinical and teaching excellence in a subdivision of this field. The appointee should also have demonstrated scholarly and/or administrative ability.

   b. Clinical Associate Professor: In addition to the qualifications required of a Clinical Assistant Professor, the appointee should ordinarily have had extensive successful experience in clinical or professional practice in a field of specialization, or in a subdivision of the departmental field, and in working with and/or directing others (such as professionals, faculty members, graduate students, fellows, and residents or interns) in clinical activities in the field. The appointee must also have demonstrated superior teaching ability and scholarly or administrative accomplishments.

   c. Clinical Professor: In addition to the qualifications required of a Clinical Associate Professor, the appointee shall have demonstrated a degree of excellence in clinical practice and teaching sufficient to establish an outstanding regional and national reputation among colleagues. The appointee shall also have demonstrated extraordinary scholarly competence and leadership in the profession.

3. 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.

4. Additional Faculty Ranks

a. Assistant Instructor: The appointee should be competent to fill a specific position in an acceptable manner, but is not required to meet all the requirements for an Instructor. Appointment to this rank requires at least the appropriate baccalaureate degree.

b. 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.

c. 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.

d. 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.

e. 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.

f. Affiliate Assistant Professor; Affiliate Associate Professor; Affiliate Professor: These titles are used to recognize the affiliation of a faculty member or a member of the professional staff with an academic department, program or center when that individual's appointment and salary lie in another department of the institution. The appointment will be made upon the recommendation of the faculty of the department, and at a level commensurate with the appointee's qualifications, consistent with standards established for regular tenure track faculty, although tenure cannot be earned on an affiliated appointment. Each institution shall establish guidelines and procedures for awarding these titles.

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

h. Emeritus Faculty Appointments: Emeritus status may be bestowed by an institution on the basis of both quality and length of service to the institution. Guidelines and procedures for awarding this title appear in the Faculty Handbook. Emeritus titles at the System level may be bestowed by the Chancellor.

i. Professor of the Practice: This title may be used to appoint individuals who have demonstrated excellence in the practice as well as leadership in specific fields. The appointee shall have attained regional and national prominence and, when appropriate, international recognition of outstanding achievement.
Additionally, the appointee shall have demonstrated superior teaching ability appropriate to assigned responsibilities. As a minimum, the appointee shall hold the terminal professional degree in the field or equivalent stature by virtue of experience. Appointees will hold the rank of Professor but, while having that stature, will not have rights that are limited to tenured faculty. Initial appointment is for periods up to five years, and reappointment is possible. This title does not carry tenure, nor does time served as a Professor of the Practice count toward achieving tenure in another title. Each institution shall establish guidelines and procedures for awarding this title.

j. [Institution] Professor: This title may be used for nationally distinguished scholars, creative or performing artists, or researchers who would qualify for appointment at a University System of Maryland Institution at the level of Professor, but who normally hold full-time positions outside the University. Holders of this title may provide graduate students supervision, serve as principal investigators, and participate in departmental and college shared governance. Initial appointment is for three years and is renewable annually upon recommendation to the Provost by the unit head and the dean. This is a non-paid non-tenure track title.

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 (see Section G for Promotion Procedures for Faculty Librarians). 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 Faculty Senator, four tenured faculty, one elected from and by each 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 Policy on Faculty Ranks, Promotion, Tenure and Permanent Status 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 M.)

b. All applications for promotion must be initiated through the submission of credentials to a departmental promotions committee, the department chair and dean of the school for review and recommendation. The departmental committee, chair and dean respectively, must add to the candidate’s application file a written recommendation stating whether or not they endorse the candidate’s promotion.

c. Departmental promotions committees adds a written positive or negative recommendation to the candidate’s application file, immediately sends a copy of this letter to the candidate, and forwards the complete file to the department chair who in turn adds a written positive or negative recommendation to the candidate’s application file, immediately sends a copy of this letter to the candidate, and forwards the complete file to the dean of the school. The dean adds a written positive or negative recommendation to the candidate’s application file, immediately sends a copy of this letter to the candidate, and forwards the complete file to the University Committee on Promotions. Copies referenced in this paragraph shall be sent to the candidate’s university email address with a “cc” to the Promotions Committee.

At any step of this process the candidate may, within five (5) business days of the date of email service referenced in D 1c. above, provide written rebuttal in any professionally reasonable manner (i.e. a short memorandum or more formal rebuttal letter.) After reviewing the letters from the Departmental promotions committee, the chair and the dean, the candidate may write a formal rebuttal letter. This letter must be delivered to the chair of the University Committee on Promotions no later than the first business day after April 5. The chair of the University Committee on Promotions will add this letter and any other
prior rebuttal documents to the candidate’s file before making the file available to the full committee for review.

d. The University Committee on Promotions reviews the completed file using the criteria described in section B.1 of this policy and the procedures 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 Faculty Promotion

a. Establishment of promotion eligibility list by Office of Academic Affairs – September 15.

b. Submission of promotion file by faculty to department promotions committees – February 15.

c. Report of promotions recommendations to department chair by departmental promotions committees – March 1.

d. Report of promotions recommendations to school deans by department chairs – March 15.

e. Report of promotions recommendations to Committee on Promotions by school deans – March 30.

f. Recommendations for promotions to provost by Committee on Promotions and notification in writing to applicant faculty – April 22.

g. Recommendations for promotion to president by provost – May 1.

h. Notification of promotion to faculty in writing by president – May 15.

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

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

a. 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.

b. Achievement in scholarship and creative activities and in service is 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. 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.

5. 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.

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 courses, 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.

Clear 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 scholarly and creative efforts. This is not designed to be an exhaustive list of all relevant activities, nor does participation alone in these activities guarantee promotion. The activities in each category are ordered on the basis of movement from a local audience to a national audience or from the inception to the completion of a project. Faculty seeking promotion to the rank of assistant professor should be engaged in some lower level activities. Faculty seeking promotion to the rank of associate professor should be engaged in some of the higher-level activities. Faculty seeking promotion to the rank of full professor should be engaged in most of the higher-level activities.

Examples of Scholarship and Creative Activities

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

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

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

- Participation at professional societies and/or professional performance in the arts.
  a) Presenting at local workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
b) Presenting at state/regional workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.
c) Presenting at national and/or international workshops, conferences, lectures, exhibitions, recitals, concerts, performances, etc.

- **Participation in publishing, consulting, and/or editing activities; judging creative activities.**
  a) Consulting with professionals in one's area of specialization
  b) Editing or serving on an editorial board, refereeing journal articles
  c) Securing a book contract or article acceptance from a publisher
  d) Publishing a book and/or article

- **Recognition for scholarly and/or creative activities.**
  a) Receiving recognition, scholarship(s), or award(s) from the department, school or university
  b) Receiving recognition, scholarship(s), or award(s) from another organization or professional society

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

The five categories listed below are the criteria for judging a candidate's service. This is not designed to be an exhaustive list of all relevant activities, nor does participation alone in these activities guarantee promotion. 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.

- **Participation in external community activities.**
  a) Voluntarily contributing time and resources outside one's area of specialization in cases where service is not specifically discipline-related, the candidate should describe the service and address how it could be of professional benefit to the candidate and/or to Salisbury University’s role in the community since the faculty member is representing the University positively. Volunteerism related to one’s family, hobbies, or special interests may be laudable but may not be weighted heavily if it appears to be more personal than professional.
  b) Voluntarily contributing time and resources within one's area of specialization.
7. Although no equations are offered to measure relative importance of the criteria for evaluation, it is clear that excellence in teaching, the primary consideration for promotion, derives from a dedication to scholarship and a concern for the integrity of the profession and the institution. Therefore, attention will be given to all three areas: effective teaching, scholarship, and service. The various departments and schools should provide guidance concerning the activities that are appropriate for faculty. The more ways candidates excel in all three areas during the period in rank, the better their chances for promotion.

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

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

1. Definition of Tenure.

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 are 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 are reported to the candidate clearly and candidly as well as constructive guidance on the candidate’s future efforts.

2. Tenure Recommendations.

Tenure recommendations are primarily the responsibility of the tenured faculty in the candidate’s 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 Departmental 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 or 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) Upon application for tenure by a candidate, 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 reviewing the record, the Committee shall give
significant weight to the guidance provided to the candidate and the candidate’s response to that
guidance contained in the annual evaluations described in paragraph 4 of this section.

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 unless a conflict of interest
or other sound reason for denial exists. Faculty members on sabbatical leave may vote in the tenure process; faculty
members on leave of absence may not vote in the tenure process. A person aggrieved by a denial of
participation may appeal to the dean of the school housing the department, whose decision shall be
final.

2) No individual may participate in the tenure recommendation process at more than one level. For
example, 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 shall not also forward his or 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 in the department available to serve), the candidate shall be
presented with a list of potential extra-departmental committee members by the tenured faculty of the
Department. Barring extraordinary circumstances, 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.


To prepare for future tenure decisions, 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 faculty member 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 faculty member with a realistic appraisal of work to date and prospects for the future.
b. The annual review process begins with submission by tenure-track faculty to the Departmental Tenure Review Committee of information regarding his or her performance during the previous two semesters with respect to the tenure criteria.

c. All members of the Departmental Tenure Review Committee will thoroughly examine the information provided by tenure-track faculty along with previous year’s annual progress reviews.

d. When the Committee has concluded its examination of the faculty member’s performance, it will prepare a report to the faculty member. That report will express the Committee's candid assessment of the faculty member’s success in satisfying tenure requirements and offer recommendations, where appropriate, of how the faculty member might better satisfy those requirements.

e. 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.

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 faculty member and the department chairperson approximately midway between initial appointment and the tenure review year and develop a written report of the faculty member’s progress toward tenure.

A copy of the dean's evaluation will be forwarded to the faculty member, 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 Tenure 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 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 and university 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 applicant’s 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 Tenure Review Committee, the chairperson, and the dean are the same as described in the annual review procedures with the following additions:

1) Significant positive conduct by the candidate that occurs or becomes known after the tenure
application has been submitted is to be considered. It is the responsibility of the applicant to forward
evidence of the positive conduct 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 conduct by the candidate that occurs or becomes known after the tenure process
has begun is 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 Departmental
Tenure Review Committee. Other allegations may require channeling into other university dispute
mechanisms
and the suspension, upon agreement of the candidate and the university, 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.

4) While tenure recommendations are primarily the responsibility of the tenured faculty, the
recommendation of the Departmental Tenure Review Committee shall carry greater weight than the
recommendation of department faculty not on the Committee.

5) The Departmental Tenure Review Committee, the department chair, and the dean will each
independently and expressly make a recommendation in favor or opposed to the award of tenure for
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.

h. Participants in the tenure review process must regard their work to be of the utmost confidentiality. Any
discussion of matters that come before the Departmental Tenure Review 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.

6. Deadlines for completing each step in the procedures for granting of tenure to faculty are presented in Figure
I. 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. Deviations
from the schedule that do not prejudice the parties will not be grounds for appeal.

**Figure 1. Timeline for Faculty Tenure**

<table>
<thead>
<tr>
<th>STEP</th>
<th>DEADLINE</th>
</tr>
</thead>
<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</td>
<td>September 15</td>
</tr>
<tr>
<td>STEP</td>
<td>DEADLINE</td>
</tr>
<tr>
<td>------</td>
<td>----------</td>
</tr>
<tr>
<td>writing, of intent to apply for tenure. Department chair notifies chairperson of Departmental Tenure Review Committee of intentions of candidates.</td>
<td></td>
</tr>
<tr>
<td>d. Candidate’s application file for tenure to the chairperson of the Departmental Tenure Review Committee.</td>
<td>October 1</td>
</tr>
<tr>
<td>e. Recommendations by Departmental Tenure 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 by provost to president.</td>
<td>December 15</td>
</tr>
<tr>
<td>i. Written notification of tenure decision by the president to the candidate.</td>
<td>January 15</td>
</tr>
</tbody>
</table>

### 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 promotion and tenure decisions.

2. Appeals by faculty of tenure decisions may be made on the basis of an allegation of error in procedures or application of policy and not on the substance of recommendations per se. 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 of tenure decisions which are related to allegations of unlawful discrimination based arbitrarily upon race, color, national origin, sex, age, marital status, handicap, or sexual orientation will be heard by the Academic Freedom and Tenure Committee.

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 Academic Freedom and Tenure Committee, 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 for tenure. 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. The procedure to be followed is set forth in the University Grievance Policy for faculty (See Appendix E).

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.

7. When a faculty member wishes to appeal a promotion 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 Faculty Welfare Committee, which will serve as an appeals hearing board for promotion appeals. The same policies and procedures will apply to promotion appeals as to tenure appeals.

### G. Criteria and Procedures for Promotion and Permanent Status of Faculty Librarians

Salisbury University
Library Faculty Policy
Rank, Promotion and Permanent Status Review System
(This portion of the ART document was last revised and approved by Faculty Senate, December 2004).
Document Scope

This document applies to:

All permanent (non-temporary, non-contractual) library faculty with full or part-time appointments applying for promotion and/or permanent status after 30 May 2004.

Library faculty hired before 30 May 2004 retain the status and rank earned under previously existing policies and documents.¹

Throughout this document, eligibility requirements and criteria for part-time library faculty rely on full-time equivalency of service. Two consecutive years of part-time employment equal one year of full-time employment.

Introduction

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

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

They hold positions based on job responsibilities (both technical and administrative) and ranks, independent of position, that reflect level of professional achievement.

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.

In concert with the academic teaching faculty, library faculty are responsible for accomplishing the University’s instructional and research objectives. Accordingly, library faculty are expected to continue study in their field and advance themselves professionally. This perception of librarianship is intended to benefit the University, promote continuing professional accomplishment, and encourage and reward higher standards of performance.

Section 1. Assignment of Rank (see Appendix LIB-A)

Assignment of Rank upon Initial Appointment

During initial appointments, the Dean of Libraries and Instructional Resources shall assign a library faculty rank commensurate with prior professional accomplishments and attainments (see Appendix LIB-A). The Dean’s decision will also take into consideration faculty/professional rank attained in previous employment as well as the recommendation of the search committee. Formal offers of appointment will include written verification of assigned rank.

Section 2. Criteria for Rank, Promotion and Permanent Status (see Appendix LIB-B)

Comment:

Advancement in rank is not automatic upon accumulation of years of experience, but is based on an assessment of performance and attainments. The purpose of the library faculty rank system is to foster professional development through external activity and study in conjunction with, but not at the expense of, fulfillment of responsibilities to the SU library.

The criteria for permanent status include those used for promotion, plus the additional considerations found in 3.2.1.5.

Decisions for initial assignment, promotion in rank, and permanent status are measured by contributions to the University and to librarianship in three areas:

1) Job Performance – performance in the area of responsibility;

2) **Service** – participation, performance, and/or leadership advancing institutional mission in library, university, professional, and community committees/organizations; and

3) **Professional Development** – seminars, workshops, and courses attended, advanced degrees obtained, presentations, research, publications, and awards

While job performance is the most important area, service and professional achievement are also expected. The balance between areas may differ for individuals, but evidence of all three is expected for both promotion and permanent status.

**Appendix LIB-B** lists specific criteria in each area. These criteria

- are weighted in importance and
- are neither inclusive nor exclusive;
- their applicability and relative importance will vary, depending upon rank and responsibilities.

While evidence of activity in all areas is expected, promotion to Librarian II or III does not require excellence in all three. Rather, at a minimum,

- promotion to Librarian II requires excellence in job performance;
- promotion to Librarian III requires excellence in job performance and one other area; and
- promotion to Librarian IV requires excellence in all three areas.

Evidence of excellence is not needed in each year. The University reserves the right to consider as “excellent” any performance that is consistently of a high caliber, whether it is labeled satisfactory, very good, or excellent (or comparable ratings) in annual evaluations during the relevant time period. Evidence of excellence includes proof that any “unsatisfactory” ratings have been addressed fully and corrected before submission of dossiers and concrete documentation of the higher weighted elements of the criteria in **Appendix LIB-B**.

Section 3. Eligibility Requirements/Timetable for Promotion and Permanent Status (see **Appendix LIB-D** for detailed timelines)

3.1 **Promotion**

Review and promotion procedures coincide with the SU’s fiscal calendar, not the anniversary date of appointments. For appointments made between January 1 and June 30, years in rank are calculated as of July 1 following appointments. For appointments made between July 2 and December 31, years in rank are calculated as of July 1 preceding appointments.

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.

3.1.1 **Librarian I**

3.1.1.1 **Eligibility Requirements**

3.1.1.1.1 Bachelor’s degree in a subject field and either a Master’s degree in librarianship from an American Library Association (ALA) accredited library school or another graduate degree to substitute for or augment the ALA degree that the institution deems acceptable for the position being filled.

3.1.1.1.2 Librarians at this level are expected to demonstrate an understanding of the basic tenets of librarianship and potential for professional growth, and they should begin taking part in professional development activities.

3.1.1.2 **Timetable**

3.1.1.2.1 Upon completion of the third consecutive year of full-time employment at SU, a Librarian I must initiate mandatory promotion review if the Librarian I desires to continue employment after the 4th year. The promotion review will occur during that 4th year on the timetable described in **Appendix LIB-D**.

3.1.1.2.2 If promotion to Librarian II is denied after this initial review, the individual can continue to seek promotion up to and including the sixth year of employment. By fall of the sixth year of employment, the individual must apply for both promotion and permanent status if the individual desires to continue employment after the end of the 6th year (See **Appendix LIB-E**). If the Library Faculty Promotion
Review Committee (LFPRC) recommendation for promotion is positive, then permanent status will also be recommended unless conditions in 3.2.1.5 preclude such a recommendation. If either promotion from Librarian I to Librarian II or permanent status is denied during the sixth consecutive year of full-time employment as a Librarian I, the individual will be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances shall receive no further consideration for permanent status.

3.1.2 Librarian II – IV

3.1.2.1 Eligibility Requirements/Timetable

3.1.2.1.1 Promotional review is neither mandatory nor automatic for library faculty at ranks II through IV.

3.1.2.1.2 Promotion to Librarian II, Librarian III, and Librarian IV normally requires a minimum of three, six, or nine years of professional experience respectively. Three of these years must be served at SU’s library. For Librarian III, three of the six years must be at a level comparable to the rank of Librarian II at a USM institution. For Librarian IV, three of the nine years must be at a level comparable to the rank of Librarian III at a USM institution.

3.1.2.1.3 Library faculty members must initiate promotion through submission of dossiers to the Dean of Libraries and Instructional Resources by the required date.

3.1.2.1.4 Library faculty hired at the rank of Librarian II or higher may apply for promotion after three years of full-time employment at SU’s library. They may at the same time apply for permanent status. If the LFPRC recommendation for promotion is positive, then permanent status will also be recommended unless conditions in 3.2.1.5 apply.

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

3.2 Permanent Status

Permanent status is an institutional commitment to permanent and continuous employment to be terminated only for adequate cause (see Section 8). The criteria for permanent status include those used for promotion, plus the additional considerations found in 3.2.1.5.

3.2.1 Eligibility Requirements

3.2.1.1 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.2

3.2.1.2 Individuals appointed to the position of Director/Dean and Associate Director serve in those capacities at the pleasure of the President or his/her designee, regardless of whether the appointees had at the time of the appointments, or obtained during the appointments, permanent status as faculty librarians.

3.2.1.3 Permanent status can be awarded only by an affirmative decision based upon a formal review. The LFPRC is the reviewing body for all permanent status applications (see Section 4).

3.2.1.4 For library faculty hired at the Librarian II rank or higher, a minimum of three years in that rank at SU’s library is required before applying for permanent status. Application for permanent status is mandatory in the fall of the sixth year of employment. If permanent status is denied, the individual will be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances shall receive no further consideration for permanent status.

3.2.1.5 When making a decision about permanent status, criteria in addition to those listed for the candidate’s current rank, shall also be used. These criteria include, but are not limited to, the following:

3.2.1.5.1 the needs of Salisbury University at that time;
3.2.1.5.2 whether the expertise offered by the candidate rounds out the Library, or duplicates expertise offered by other permanent staff; and
3.2.1.5.3 the impact of a permanent status offer on the budget of the Library and the University.

3.2.2 Timetable

3.2.2.1 Unless reviewed earlier, library faculty of full-time employment in a non-temporary, non-contractual position must undergo mandatory permanent status review in the fall semester of their sixth consecutive year of full-time employment, and the review must be completed within six months of the annual review.
3.2.2.2 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.

3.2.2.3 If permanent status is denied, the individual will be granted an additional and terminal one-year appointment in that rank, but barring exceptional circumstances shall receive no further consideration for permanent status.

Section 4.  Library Faculty Promotion Review Committee (LFPRC)

The Library Faculty Promotion Review Committee (LFPRC) meets as needed, i.e. when the Dean receives promotion or permanent status dossiers. The LFPRC assesses and reports on the accomplishments of each candidate using the criteria defined in this policy and provides to the Dean of Libraries and Instructional Resources an objective, thorough evaluation of the candidates’ qualifications for promotion or permanent status.

4.1 Membership

4.1.1 The Dean of Libraries and Instructional Resources is ineligible for service on the Promotion Review Committee.

4.1.2 The Committee consists of five library faculty above the rank of Librarian I.

4.1.2.1 Library faculty holding regular line item (non-temporary, non-contractual) appointments elect two members and one alternate.

4.1.2.2 The Dean of Libraries appoints one member and one alternate.

4.1.2.3 If enough library faculty are unable or unavailable to serve, the Dean of Libraries can appoint a faculty member to serve as an alternate.

4.1.2.4 When library faculty apply for promotion to Librarian III or IV and they supervise library faculty at the rank of II, then one, but no more than one of these library faculty must be elected/appointed to the LFPRC.

4.1.3 Chair

4.1.3.1 At its first meeting, the LFPRC will elect a chair.

4.1.3.2 Depending on the library faculty who 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 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 attend all meetings, but vote only when needed to constitute a quorum.

4.2 Terms of Service

4.2.1 Following the completion of a full term on the LFPRC, a member may decline to run for election when the next committee convenes.

4.3 Quorum

A quorum consists of three members of the Committee.

4.4 Conflicts of Interest

4.4.1 No committee member may be present at or participate in discussion or vote on

4.4.1.1 his or her own application for promotion;

4.4.1.2 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.
4.5 Confidentiality

LFPRC members must regard their work as confidential. Discussion of matters that come before the Committee to anyone not on the Committee, in public areas, or in unofficial meetings is inappropriate. Any and all such behavior shall be regarded as a serious breach of confidentiality and is subject to disciplinary action. Exception: The Chair of the LFPRC can consult the Dean of Libraries and Instructional Resources on questions about or clarification of procedure.

Section 5. Promotion and Permanent Status Review Procedures

The following procedures leading to promotion and permanent status review are to be followed by all candidates and committees. They have been established to promote consistency and to guarantee full and fair hearings for all candidates. Although review procedures for promotion and permanent status applications follow the same application and review process, they are, except as noted in 3.1.1.2.2 and 3.1.2.1.4 above, separate reviews.

5.1 Sequence (see Appendix LIB-D)

5.1.1 The Dean of Libraries and Instructional Resources ordinarily will notify all library faculty without permanent status who are in their required review year no later than July 15th that they must apply for permanent status.

5.1.2 Notwithstanding the provisions of 5.1.1 above, library faculty are responsible for tracking their eligibility for promotional review, in consultation with the Dean of Libraries, and for initiating the review process at the appropriate time, if they so elect.

5.1.3 Candidates for promotion must submit dossiers to the Dean of Libraries (see Appendix LIB-C: Dossier Contents and Responsibilities). The Dean will confirm receipt of dossiers in writing to candidates. The Dean of Libraries shall add to dossiers copies of the six most recent SU annual evaluations. The Dean will make dossiers available for use by the Chair and members of the LFPRC thereafter under secure and confidential conditions. All parties are responsible for maintaining security and confidentiality of these materials.

5.1.4 The LFPRC Chair forwards copies of updated curriculum vitae from dossiers to candidates’ current supervisors and requests letters of reference assessing candidates’ job performance and any other areas that current supervisors may be able to evaluate. In those cases in which current supervisors have been in position for less than one year, past supervisors will be contacted as well.

5.1.5 In order to provide the LFPRC and responsible administrators with broad based documentation of achievements, candidates should supply the Committee with materials sufficient to document their range of achievements for all areas for the period since initial appointment or promotion to current rank. To ensure that it has a full picture of candidates’ activities, the LFPRC may ask candidates only for additional information and extend the submission deadline accordingly.

5.1.6 The supervisor’s letter of reference and any other letters of reference shall be submitted to the Chair of the LFPRC. This material becomes part of candidates’ dossiers. It is considered confidential material for the use of the LFPRC. In the event that letters of reference or the supervisor’s evaluation are not received by the due date, the Dean of Libraries and Instructional Resources will be advised of the delay.

5.1.7 The Committee will complete considerations, reach decisions by secret ballot, and send written notification of vote results and recommendations, along with clear, detailed rationales for all recommendations, both to candidates and the Dean of Libraries and Instructional Resources. These letters shall become part of the dossiers. If the recommendation is negative, candidates may either request that dossiers be forwarded to the Dean of Libraries and Instructional Resources or withdraw from further consideration. Candidates must notify the Dean of Libraries and Instructional Resources in writing of their intention to forward or withdraw applications for promotion.

5.1.8 In the event that candidates withdraw from further consideration at this point, dossiers will
be treated as described below (5.1.11).

5.1.9 The Dean of Libraries and Instructional Resources receives and evaluates dossiers. The Dean of Libraries accepts or rejects requests for promotion in writing and provides copies of those decisions to candidates and the LFPRC. Candidates may request that dossiers be forwarded to the Provost or may withdraw dossiers from further consideration. Candidates must notify the Dean of Libraries and Instructional Resources in writing of their intention to forward or withdraw their application for promotion. In the event that candidates withdraw from further consideration, dossiers and supporting documentation will be treated as described below (5.1.11).

5.1.10 The Provost receives dossiers and written recommendations or non-recommendations of the Dean of Libraries and Instructional Resources. The Provost will review applicants’ files, make recommendations, include recommendations in applicants’ files, and forward recommendations to the President of the University. The President, in consultation with the Provost, makes final decisions as to whether or not to award promotion and/or permanent status to applicant library faculty and notifies library faculty in writing of that decision. The Dean of Libraries and Instructional Resources will then notify the LFPRC of the final decision status in writing. Dossiers shall be treated as described below (5.1.11).

5.1.11 At whatever point the promotion process is terminated, dossiers and all related correspondence and notes will be retained in their entirely by the Dean of Libraries and Instructional Resources. This supporting documentation shall be sealed and kept in a separate secure promotion file apart from candidates’ personnel files. Appropriate records retention procedures and schedules will be followed.

5.1.12 Should candidates apply for promotion at another time, there will be no discussion of or reference to any previous application. Each application for promotion is to be considered on its own merits at the time it is submitted.

Section 6. Appeals of Promotion and Permanent Status Decisions

All promotion and permanent status decision appeals are to be handled in accord with the Salisbury University Grievance Policy.

Appeals may be made only on the basis of an allegation of
- a serious error in procedures which had a negative impact on the outcome of the decision or
- arbitrary and capricious decision-making.

Mere disagreement with the substance of recommendations is not cause for appeal.

Section 7. 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 Section II - 2.01 – Policy on Professional and/or Research Leave for Faculty Members Engaged Exclusively or Primarily in Library Services, of the USM Bylaws, Policies and Procedures of the Board of Regents, approved 4/7/00.

Section 8. Removal for Cause

The President of Salisbury University may terminate the appointment of library faculty with permanent-status for cause. Cause shall include moral turpitude, professional or scholarly misconduct, incompetence, and/or willful neglect of duty, provided that prior to the termination the following steps are taken:
- the charges are stated in writing and the appointee is furnished a copy thereof;
- the Provost is asked by the President to informally inquire as to the possibility of effecting an adjustment to the situation that would prevent termination;
- 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.

Procedures for termination of library faculty with permanent status are those that apply to tenured and tenure-track faculty.3

Upon notice of termination, the appointee will have 30 calendar days to request a hearing. The hearing will be held no sooner than 30 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.

Section 9. Emeritus

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

9.2 Beginning in the semester before retirement, library faculty may be nominated for emeritus status by any member of the SU faculty via a brief letter of nomination to the provost.

9.3 The provost will forward letters to the Library Faculty Promotion Review Committee for their consideration during a meeting in the final semester of the library faculty member’s service. The Committee may recommend that a retiring library faculty member should be granted emeritus status effective immediately upon retirement.

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

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
Approved by Senate 2/14/06 and Provost 2/21/06
Revised 7/06, 9/07 (C. Faculty Ranks)
Approved by Senate 5/5/07 and Provost 5/8/07 (C. Faculty Ranks)