

March 26, 2014

**MEMORANDUM**

**TO:** University Senate Members

**FROM:** Vincent Novara  
Chair of the University Senate

**SUBJECT:** University Senate Meeting on Wednesday, April 2, 2014

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The next meeting of the University Senate will be held on Wednesday, April 2, 2014. The meeting will run from **3:15 p.m. – 5:00 p.m.**, in the **Atrium of the Stamp Student Union**. If you are unable to attend, please contact the Senate Office<sup>1</sup> by calling 301-405-5805 or sending an email to [senate-admin@umd.edu](mailto:senate-admin@umd.edu) for an excused absence. Your response will assure an accurate quorum count for the meeting.

**The meeting materials can be accessed on the Senate Web site. Please go to <http://www.senate.umd.edu/meetings/materials/> and click on the date of the meeting.**

**Meeting Agenda**

1. Call to Order
2. Approval of the March 6, 2014 Senate Minutes (Action)
3. Report of the Chair
4. Proposed Policy for Parental Leave for Staff (Senate Doc. No. 11-12-35) (Information)
5. Providing a Unified Framework for Non-Tenure Track Faculty Appointments (Senate Doc. No. 12-13-55) (Action)
6. New Business
7. Adjournment

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<sup>1</sup> Any request for excused absence made after 1:00 p.m. will not be recorded as an excused absence.

## **University Senate**

March 6, 2014

### **Members Present**

Members present at the meeting: 82

### **Call to Order**

Senate Chair Novara called the meeting to order at 3:21 p.m.

### **Approval of the Minutes**

Chair Novara asked for additions or corrections to the minutes of the February 5, 2014 meeting; hearing none he declared the minutes approved as distributed.

### **Report of the Chair**

Novara noted that while the agenda for the March 6, 2014 meeting was light, he felt that it was necessary to hold the meeting in order to allow the maximum amount of time for larger agenda items in subsequent meetings. The two April meetings will include a report from the Faculty Affairs Committee on a framework for non-tenure-track faculty appointments and a report from the Joint Provost/Senate APT Guidelines Task Force. He thanked those in attendance for their engagement and participation.

#### Senate Elections

Novara stated that the Senate elections for all staff, student, and single-member constituency senators for 2014-2015 were currently underway. The deadline to vote for senators is March 7, 2014 at midnight. He encouraged everyone to vote for his/her senators by going to the Senate website and clicking on the blue "vote for a senator" button.

#### Nominations Committee

Novara stated that the Senate Nominations Committee was still seeking additional candidates to run for open positions on Senate-elected committees and councils, including the 2014-2015 Senate Executive Committee, Committee on Committees, the Athletic Council, the Council of University System Faculty (CUSF), and the Campus Transportation Advisory Committee (CTAC). Continuing Senators interested in running for a position should fill out a nomination form and return it to a Senate staff member after the meeting. Forms are available at the registration table. Nominees will be considered for placement on the slate for election, but are not guaranteed a spot. All candidates will be asked to submit a short candidacy statement for the elections held at the transition meeting on May 7, 2014. Novara thanked senators for their interest in running or nominating a colleague for these prestigious positions.

## **Committee Reports**

### **PCC Proposal to Establish a Post-Master's Certificate in the Curation and Management of Digital Assets (Senate Doc. No. 13-14-25) (Action)**

Marilee Lindemann, Chair of the Programs Curricula and Courses (PCC) Committee, presented the PCC Proposal to Establish a Post-Master's Certificate in the Curation and Management of Digital Assets and provided background information on the new certificate.

Novara opened the floor to discussion of the proposal; hearing none, he called for a vote on the proposal. The result was 73 in favor, 1 opposed, and 1 abstention. **The motion to approve the proposal passed.**

### **Academic Integrity (Senate Doc. No. 08-09-20) (Action)**

Nan Ratner and David Freund, Members and Former Chairs of the Student Conduct Committee presented the Academic Integrity report and provided background information on the proposed tutorial.

Novara opened the floor to discussion of the proposal.

Senator Hurtt, Faculty, School of Architecture, Planning, and Preservation, questioned why the committee did not recommend making the tutorial a requirement for all UNIV courses.

Ratner responded that the committee would like to roll out the tutorial first as an optional exercise but would like eventually to make it mandatory.

Senator Finsterbusch, Faculty, College of Behavioral and Social Sciences, questioned whether a student would have to take the tutorial once or for every course.

Ratner responded that the tutorial provides students with a certificate upon completion that can be supplied for subsequent courses.

Hearing no further discussion, Novara called for a vote on the proposal. The result was 68 in favor, 9 opposed, and 3 abstentions. **The motion to approve the proposal passed.**

## **New Business**

There was no new business.

## **Adjournment**

The meeting was adjourned at 3:34 p.m.



UNIVERSITY OF  
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March 4, 2014

Mr. Vincent Novara  
Chair, University Senate  
1517B Clarice Smith Performing Arts Center  
College Park, MD 20742-7011

Dear Mr. Novara:

I am writing on behalf of the Senate Staff Affairs Committee regarding Senate Document # 11-12-35, "Proposed Policy for Parental Leave for Staff." The Staff Affairs Committee was charged by the Senate Executive Committee (SEC) with reviewing a draft policy for parental leave for staff in March 2012. During the following months, many actions were taken on the part of the University to create and implement a policy for parental leave for staff. The purpose of this letter is to update the SEC on the outcome of this charge, so that the Senate bill may be closed.

During late spring 2012, the Staff Affairs Committee created a subcommittee to work on this charge. Per the guidelines in the charge, the subcommittee reviewed the draft policy, researched policies from peer institutions, consulted with University Staff Relations, University Human Resources (UHR), ADVANCE, and the Senate Faculty Affairs Committee to ascertain what would be best to recommend for the University. Work was conducted during the summer, at which time I was appointed as Chair of the Staff Affairs Committee.

On June 22, 2012, the Board of Regent's (BOR) approved and published a USM Policy on Parental Leave and other Family Supports for Staff ([VII-7.49](#)). USM institutions were given until September 1, 2012 to ensure that eligible employees had access to parental leave under the newly-established policy. UHR was identified as the primary department on the College Park campus responsible for making the necessary changes in order to implement procedures that would allow our regular staff employees to have access to the USM policy. USM institutions were mandated to complete implementation of all other requirements of the policy by no later than December 31, 2012.

Throughout the fall of 2012, the Staff Affairs Committee was kept abreast of the developments regarding a campus policy on staff parental leave and other family supports for the University, to comply with the new USM policy. As Chair, I was able to facilitate a channel of communication between the committee and UHR. UHR created a University of Maryland Policy on Staff Parental Leave and Other Family Supports ([VII-7.49\(A\)](#)), which was approved by the President, effective January 1, 2013.

It was explained to the Staff Affairs Committee that the American Federation of State, County, and Municipal Employees (AFSCME) approved of the specifics of the policy, and any further changes for a UM policy would have to be bargained with the union.

During spring 2013, the Staff Affairs Committee discussed its options for moving forward on its charge in light of the progress made by UHR to institute a new policy. The committee considered reviewing the policy to recommend changes specifically for staff who are not covered by the bargaining unit, but decided against this course of action, as the committee felt the policy should continue to cover all staff members equally. The committee also considered developing ideas for changes to the policy that could be recommended to UHR for future bargaining sessions, but was unable to identify any such recommendations. The committee instead agreed to accept UHR's campus policy as written.

The committee does not wish to recommend any changes to the campus policy at this time. Therefore, we respectfully request that this item of legislation be closed.

Sincerely,

Carolyn Trimble  
Chair, University Senate Staff Affairs Committee

Enclosure(s):

- VII-7.49(A) University of Maryland Policy on Staff Parental Leave and Other Family Supports
- VII – 7.49 USM Policy on Parental Leave and other Family Supports for Staff
- Charge from the Senate Executive Committee on Proposed Policies for Parental Leave for Staff

Cc: Reka Montfort, Director, University Senate

CT/cb

VII-7.49(A) UNIVERSITY OF MARYLAND POLICY ON STAFF PARENTAL LEAVE AND OTHER  
FAMILY SUPPORTS  
(Approved by the President, Effective January 1, 2013)

I. **Purpose**

This policy is intended to support eligible staff in balancing work and family demands during and after the birth or adoption of a child through measures to promote a "family-friendly" environment.

II. **Assured Minimum Parental Leave**

Each eligible staff employee shall be assured a period of up to eight (8) work weeks (i.e., 40 continuous workdays) of paid parental leave to care for a new child, as follows:

- A. **Nature of Leave:** The parental leave assurance shall consist of the combination of accrued and available sick leave, annual leave, personal leave, holiday leave, advanced sick leave, extended sick leave, and leave from the USM Leave Reserve Fund, pursuant to applicable USM policies. If and when these paid leaves are exhausted, this parental leave will be supplemented as necessary by the institution with additional paid leave to attain the eight-week assurance.
- B. **Applicability:** The eight (8) week paid leave assurance will be available for the six (6) month period following:
  - 1. The birth of a newborn;
  - 2. The recent placement of a child for adoption under the age of six (6).
- C. **Eligibility:** The paid parental leave assurance applies to regular staff employees with appointments of at least 50% FTE, upon written affirmation that the staff member will be the child's primary caregiver during the parental leave period.
- D.
  - 1. Leave shall be pro-rated for eligible part-time staff.
  - 2. Use of paid parental leave does not require the staff person to submit medical documentation or proof of placement of a child for adoption.
  - 3. If a child's parents are both employees of UMD, both may be eligible for paid parental leave up to the eight (8) week maximum, as follows:
    - a. Both parents may use accrued annual, sick, personal, holiday, advanced sick, extended sick, and leave reserve fund concurrently with the birth of a child or placement of a child under the age of six (6) for adoption.
    - b. A staff parent may use additional guaranteed paid leave under this policy only during a period when that parent is acting as the child's primary caregiver.
  - 4. To be eligible for parental leave, a regular staff member must have been employed by the institution for one (1) year.



5. A staff member may be eligible for paid parental leave under this policy on one occasion in a 12-month period, and for a maximum of twice during their employment with the University System of Maryland (irrespective of job category).
6. The employee must have a satisfactory record of sick leave usage and satisfactory work performance.

### **III. Supports for Nursing Mothers**

The University shall provide space at reasonable locations on campus where staff who are nursing mothers may breastfeed or express milk.

- A. The areas must be shielded from view and free from intrusion by others.
- B. A bathroom or restroom may not be designated as a lactation area.
- C. The space may be a private area in a larger room, or a private room that is reliably made available for nursing mothers whenever needed but may otherwise be used for different functions.
- D. The area shall be equipped with seating, a table or other flat surface, an electrical outlet, and nearby access to a sink.
- E. Staff who are not assigned an office or other private space should give advance notice to their supervisor or department head to request access to an area suitable for breastfeeding or expression of milk.
- F. The requirement for lactation facilities and their availability for the purpose of breastfeeding a child are subject to University policies governing the circumstances when children of employees may be present in the workplace.
- G. Staff may use current break and/or lunch periods for this purpose. Supervisors are encouraged to work with their staff who need support.

### **IV. Protections for Staff**

No staff person shall be discriminated against or otherwise experience reprisals in any appointment, evaluation, promotion, or other employment-related process as a result of utilizing the parental leave and other supports provided under this policy.

### **V. Implementation**

- A. Staff must apply for parental leave by making a request of their supervisor or department head using the institution's application form available from University Human Resources ([www.uhr.umd.edu](http://www.uhr.umd.edu)). The form includes the primary caregiver affirmation statement. To minimize hardship of the department/unit, staff should notify their supervisor or department head at least two (2) months in advance of expected use, including the anticipated date of birth of the child or adoption.

- B. The supervisor or department head will review and forward the form to University Human Resources for verification of eligibility and computation of paid leave available, and supplemental paid Parental leave that may be granted to meet the eight week assurance.
- C. *For assistance with this or any staff policy, please contact University Human Resources Office of Staff Relations at 301.405.0001.*



## **VII—7.49 Policy on Parental Leave and other Family Supports for Staff (Approved by the Board of Regents, June 22, 2012)**

### **I. Purpose**

This policy is intended to support USM staff in balancing professional and family demands during and after the birth or adoption of a child through measures to promote a “family-friendly” environment on each USM campus. These measures include the establishment of a minimum assured period of paid parental leave of eight (8) weeks and the availability of lactation facilities on each campus.

### **II. Assured Minimum Parental Leave**

Each eligible staff employee shall be assured a period of up to eight (8) weeks (i.e., forty work days) of paid parental leave to care for a new child, as follows:

- A. **Nature of Leave:** The parental leave period will consist of any form of annual, sick, personal, holiday or leave reserve fund leave accrued or otherwise available to the employee under USM policies, to be supplemented as necessary by the institution with additional paid leave days to attain an eight (8) week period of paid parental leave.
- B. **Applicability:** The eight (8) week paid leave assurance will be available during a six (6) month period surrounding:
  - 1. The birth of a newborn;
  - 2. The recent adoption of a child under the age of six (6); and
  - 3. At the discretion of the institution’s President or designee and subject to any limitations established by the institution, the assumption of other parenting responsibilities, such as foster parenting or legal guardianship of a child under the age of six (6).
- C. **Eligibility:** At a minimum, the paid leave assurance will apply to regular staff employees, upon written affirmation that the employee will be the child’s primary caregiver during the parental leave period.
  - 1. Institutions may offer assured minimum paid leave to other categories of staff as a matter of institution policy.
  - 2. Leave shall be pro-rated for eligible .50 or greater Full Time Equivalent staff.
  - 3. If a child’s parents are employed by the same institution, both may be eligible for paid parental leave up to the eight (8) week maximum as follows:
    - a. Both parents may use accrued annual, sick or personal leave concurrently with the birth of a child or adoption of the child under age six (6);
    - b. A parent may use additional guaranteed paid leave under this policy only during a period when that parent is the child’s primary caregiver.

4. A staff employee shall be eligible for assured minimum paid parental leave after one (1) year of employment with the institution, except to the extent that institution policies permit a lesser eligibility period.
5. A staff employee may be eligible for paid parental leave under this policy on one occasion in a given 12-month period, and on two separate occasions during the duration of the staff member's employment within the USM. Any additional periods of paid parental leave require the approval of the President, or the President's designee.
6. The employee must have a satisfactory record of sick leave usage and work performance.

### III. **Supports for Nursing Mothers**

- A. **Lactation Facilities:** Each institution shall provide space at reasonable locations on campus where employees who are nursing mothers may breastfeed or express milk.
  1. The area must be shielded from view and free of intrusions from others.
  2. A bathroom or restroom may not be designated as a lactation area.
  3. The space may be a private area in a larger room, or a private room that is reliably made available for nursing mothers whenever needed but may otherwise be used for different functions.
  4. The area shall be equipped with seating, a table or other flat surface, an electrical outlet and nearby access to a sink.
  5. The requirement for lactation facilities on each campus and their availability for the purpose of breastfeeding a child are subject to institution policies that govern the circumstances under which children may be present on campus.
- B. **Break Time for Nursing Mothers:** The schedule of a staff employee who is a nursing mother shall allow for reasonable break time during work hours for the purpose of breastfeeding or expressing milk.
  1. Employees shall be permitted to use current paid break and unpaid lunch times to breastfeed or express milk.
  2. Supervisors shall work with employees who need additional break time for this purpose to provide for the flexible scheduling of additional unpaid break time.

### IV. **Protections to Staff Employees**

No employee shall be discriminated against or otherwise experience reprisals in any appointment, evaluation, promotion, or other employment-related process as a result of utilizing the parental leave and other supports provided in this policy.

### V. **Implementation**

This policy shall be implemented as follows:

- A. **Parental Leave:** Eligible employees shall have access to parental leave under this policy as of September 1, 2012.
- B. **Other Provisions:** Institutions shall complete implementation of all other requirements of this policy no later than December 31, 2012.



## University Senate CHARGE

<b>Date:</b>	March 22, 2012
<b>To:</b>	Steven Petkas Chair, Staff Affairs Committee
<b>From:</b>	Eric Kasischke Chair, University Senate 
<b>Subject:</b>	Proposed Policies for Parental Leave for Staff
<b>Senate Document #:</b>	11-12-35
<b>Deadline:</b>	December 31, 2012

The Senate Executive Committee (SEC) requests that the Staff Affairs Committee review the attached draft policy for parental leave for staff and make recommendations on whether the draft policy is appropriate.

The University System of Maryland has been considering parental leave for faculty and staff. As the flagship campus of the USM, our University is leading the initiative by crafting policies for our campus. Based on an initiative stemming from faculty members working on the ADVANCE grant, the University's Policy Review Committee of the Office of Faculty Affairs has been instrumental in shaping these draft policies. The attached proposed policy addresses paid parental leave for staff. The SEC requests that the Staff Affairs Committee review the proposed new policy to determine whether it is appropriate.

Specifically, we ask that you:

1. Review similar policies for parental leave at our peer institutions.
2. Consult with the University's Staff Relations Office to discuss whether these policies align with the University's collective bargaining agreements.
3. Consult with representatives from the University's Human Resources Department about current policies and the impact of the proposed policy.
4. Consult with the Senate's Faculty Affairs Committee to ensure uniformity between policies for faculty and staff.
5. Review whether the proposed new policies align with the USM Policy.

6. Review whether additional UMCP policies must be amended to accommodate the new policies.
7. Consult with the University's Office of Legal Affairs.
8. If appropriate, recommend whether the proposed policies should be revised.

We ask that you submit your report and recommendations to the Senate Office no later than December 31, 2012. If you have questions or need assistance, please contact Reka Montfort in the Senate Office, extension 5-5804.



### Parental Leave for Exempt and Non-Exempt Staff Members

This policy applies to University Exempt and Non-Exempt staff members on Regular status who have been at the University for at least twelve months, and who are appointed on at least a 50 percent basis.

#### Paid Parental Leave

Eligible staff are entitled to receive paid Parental Leave of up to 30 days (6 work weeks) in connection with the birth of the employee's child or placement of a child younger than age 5 with the employee for adoption or foster care. Parental leave is available to eligible staff within the first twelve (12) months following the birth or placement of a child for adoption or foster care. During the 6 weeks of paid Parental Leave, no duties will be required by the University.

Parental leave is available to both male and female parents and not just the birth mother. A birth mother also may be eligible to use sick leave in the event of medically documented complications or illnesses related to pregnancy, such as severe morning sickness, the need for prenatal care, childbirth and the recovery from childbirth. Use of sick leave shall not diminish the amount of parental leave to which the parent is entitled. Use of parental leave does not require the employee to submit medical documentation.

When both parents have regular employee status at the institution, each one shall be entitled to a separate, individual, maximum period of parental leave. The amount of leave for which one parent may be eligible, or the amount of leave used by one parent shall not limit or enhance the leave amount or the leave usage of the other parent. Parents shall be entitled to take leave in succession or simultaneously as long as simultaneous leaves do not substantially disrupt the department or unit of which the employees are a part.

In order to take advantage of this policy, the employee must notify immediate supervisor, at least two months in advance of the date of expected use. Notice should include the projected date of birth of the child or the expected date of the child's placement through adoption or foster care.

Other policies that may be relevant to regular exempt and non-exempt staff pertaining to the birth or adoption of a young child are referenced below:

VII-7.00 Policy on Annual Leave for Administrative and Classified Personnel

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII700.html>

VII-7.01 Policy on Annual Leave for Regular Exempt Employees

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII701.html>

**VII-7.10 Policy on Personal Leave for Regular Exempt Employees**

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII710.html>

**VII-7.11- Policy on Leave Reserve Fund for Exempt and Nonexempt Staff Employees on Regular Status**

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII711.html>

**VII-7.12 Policy on Leave of Absence Without Pay**

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII712.html>

**VII-7.45 Policy on Sick Leave**

<http://www.usmh.usmd.edu/regents/bylaws/SectionVII/VII745.html>

**VII-7.50 Policy on Family and Medical Leave for Exempt and Nonexempt Staff Employees**

<http://www.president.umd.edu/policies/docs/VII-750.pdf>



## University Senate TRANSMITTAL FORM

<b>Senate Document #:</b>	12-13-55
<b>Title:</b>	Providing a Unified Framework for Non-Tenure Track Faculty Appointments
<b>Presenter:</b>	Ellin Scholnick, Chair, Senate Faculty Affairs Committee
<b>Date of SEC Review:</b>	March 12, 2014
<b>Date of Senate Review:</b>	April 2, 2014
<b>Voting (highlight one):</b>	1. On resolutions or recommendations one by one, or 2. In a single vote 3. To endorse entire report
<b>Statement of Issue:</b>	<p>In March 2013, the Non-Tenure-Track (NTT) Faculty Task Force presented a report to the University Senate noting several areas of concern related to NTT faculty, and recommended extensive changes to policies and procedures that affect NTT faculty at UMD (Senate Document #12-13-41). Among other issues, the report identified inconsistencies in NTT faculty titles and in opportunities for promotion and evaluation of NTT faculty. The report discussed many ways in which the University APT policy lacks consistency and clarity in NTT faculty titles, in both the terminology used for titles and in the rank levels provided for in the policy. In addition, the Task Force reported uneven application of titles across units and Colleges. In April 2013, the Senate approved the report, and in May 2013, the Senate Executive Committee voted to charge the Faculty Affairs Committee (FAC) with consideration of these issues and asked that the committee make any appropriate recommendations related to the structure of NTT faculty appointments, evaluations, and promotions.</p>
<b>Relevant Policy # &amp; URL:</b>	II-1.00(A) University Of Maryland, College Park Policy on Appointment, Promotion, And Tenure Of Faculty <a href="http://www.president.umd.edu/policies/ii-100a.html">http://www.president.umd.edu/policies/ii-100a.html</a>

<b>Recommendation:</b>	<ul style="list-style-type: none"> <li>- The Faculty Affairs Committee recommends that the University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty (II- 1.00(A)) be amended to reflect the attached proposed language (Appendix 1) to revise the current title framework for non-tenure track faculty titles.</li> <li>- For faculty who currently hold an appointment where only the name of the title will change, the Faculty Affairs Committee recommends that these appointments be retitled at the time of contract renewal.</li> <li>- The Faculty Affairs Committee recommends that the Office of Faculty Affairs develop general principles for the evaluation and promotion of non-tenure track faculty, and that these principles be submitted to the Senate by August 1, 2014 for review and approval. Within two years of final approval, the Committee recommends that each unit and College develop its own policy for evaluation and promotion, which follows these principles and describes in more detail the criteria for review of NTT faculty. The Committee recommends that the College and School policies be submitted to the Faculty Affairs Committee for review and approval.</li> <li>- The Faculty Affairs Committee recommends that each College review and be responsible for compliance of the policies developed by its units with the general principles and for consistency in criteria across units, and submit to the Office of Faculty Affairs each unit policy to be retained on file.</li> <li>- The Faculty Affairs Committee recommends that faculty who hold titles that will be eliminated (such as Faculty Research Assistants and Research Associates; see Appendix 3) should be given up to six years from final approval of the title system to transfer to a new position.</li> </ul>
<b>Committee Work:</b>	<p>The Faculty Affairs Committee (FAC) considered its charge over the course of the 2013-2014 academic year. The committee worked very closely with the Associate Provost for Faculty Affairs and the Director of Faculty Initiatives throughout its review, and consulted with the Office of Legal Affairs on proposed changes to the UMD APT policy.</p> <p>The FAC began its work in agreement that University policy should recognize meritorious performance of NTT faculty over time through opportunities for promotion and longer contracts. The committee considered how best to align NTT faculty titles with the responsibilities of the faculty member, by focusing on whether the faculty member spends a majority of effort on teaching, research, or service. The FAC worked to create a</p>

	<p>framework that emulates the tenured/tenure-track (T/TT) faculty titles in the APT policy by adopting a structure that provides three rank levels for each title series, where appropriate, and by using similar terminology as in T/TT faculty series to describe each rank level as well.</p> <p>The FAC considered many key issues in its review, including how to standardize terminology used for the rank levels in all NTT title series; what detail to include in the APT policy regarding credentials and experience requirements for different ranks; whether to merge any existing NTT faculty titles; how the title structure could accommodate NTT faculty who primarily engage in service or outreach activities; how typical contract lengths for NTT appointments could be standardized; whether to designate NTT faculty titles that are not a part of a defined series as entry-level ranks that are limited in term; how evaluation and promotion guidelines should be created; and how to transition current NTT faculty into the committee's proposed framework for NTT faculty titles if the framework were to be approved.</p> <p>After a thorough review, the FAC drafted revised language for the University APT Policy and voted to approve the revised policy and its recommendations at its meetings in January and February 2014.</p>
<b>Alternatives:</b>	The Senate could reject the proposed amendments to the APT policy and the committee's suggestions for transitioning to a new unified framework for NTT faculty titles. The current APT policy would remain, and the University would lose the opportunity to enhance the opportunities of NTT faculty.
<b>Risks:</b>	There are no associated risks.
<b>Financial Implications:</b>	Financial resources may be necessary to carry out some of the changes in the revised APT policy, particularly in transitioning to title series with multiple rank levels.
<b>Further Approvals Required:</b>	Senate approval, Presidential approval, Board of Regents approval.



## **Senate Faculty Affairs Committee**

### **Senate Document #12-13-55**

#### **Providing a Unified Framework for Non-Tenure Track Faculty Appointments**

**March 2014**

##### **BACKGROUND**

During the 2012-2013 academic year, the joint Provost/Senate Non-Tenure-Track (NTT) Faculty Task Force analyzed the policies and procedures related to NTT faculty at the University of Maryland (UMD) and at peer institutions, surveyed NTT faculty and administrators at UMD, and conducted research on NTT faculty teaching loads, credit delivery, and research grants. In the course of its review, the Task Force identified inconsistencies in NTT faculty titles and in opportunities for promotion for NTT faculty. The Task Force presented a final report of its recommendations (Senate Document # 12-13-41) to the Senate in March of 2013, which recommended extensive changes to policies and procedures that impact NTT faculty. The Senate approved the report and directed the Senate Executive Committee (SEC) to charge the appropriate Senate committees with considering the specific recommendations within the Task Force's report for further review. In May of 2013, the SEC voted to charge the Faculty Affairs Committee (FAC) with consideration of these concerns, and asked that the committee make any appropriate recommendations for establishing a unified structure of titles for NTT faculty appointments and for providing a more consistent system for evaluation and promotion of NTT faculty (Appendix 4).

##### **CURRENT PRACTICE**

The University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty (II-I.00 (A)) outlines the titles that may be granted to all faculty at the University, but the policy lacks consistency and clarity when determining the appropriate rank for NTT faculty. As a result, administrators often do not know which title to use for NTT faculty appointments, and the titles are inconsistently applied across campus.

Both tenured/tenure-track (T/TT) faculty title series have three levels from the lowest (first; e.g. Assistant Professor) through the highest (third; e.g. Professor). Many NTT title series also have three levels, but where levels exist there are inconsistencies in terminology. For instance, "Senior" is used in the *second* rank level in the Lecturer title series, but it is also used as the descriptor in the *third* rank level in the Research Scientist, Research Engineer, and Research Scholar title series and in the Artist-in-Residence series. Likewise, "Associate" is a descriptor used in the *second* rank level in the Research and Clinical faculty title series, while it is used in the *first* and *third* rank levels in the NTT Extension Support titles.

In addition, not all NTT faculty title series have defined rank levels. While T/TT faculty have three defined levels (as seen in the Assistant, Associate, and [full] professorial titles), some NTT titles only have two levels (as in the Lecturer series) or one level (as in the Faculty Research Assistant title). In these cases, the structure does not provide adequate opportunities for promotion and career development for NTT faculty.

In practice, the application of titles for NTT faculty is uneven, and many NTT faculty hold titles that do not relate to their responsibilities. The Task Force found many instances of NTT faculty with the title of "Lecturer" who do not teach and NTT faculty in the "Research Associate" or "Research Professor" titles who do not engage in research. Many faculty, both T/TT and NTT, engage in service-oriented activity,

i.e., administrative work in managing and maintaining academic programs. For T/TT faculty, this type of work is usually reflected in the title of department chair or program director. However, NTT faculty are not able to serve in these roles, and the University currently lacks a title for NTT faculty that reflects this similar emphasis of activity on managing academic programs. Because of this, NTT faculty are often given titles that do not correspond to their work.

In addition to the above difficulties, the lack of defined promotion processes often results in NTT faculty being kept in the same rank indefinitely. For T/TT faculty, the Appointment, Promotion and Tenure (APT) Policy defines the steps between the Assistant, Associate, and [full] Professor levels, and the APT process is structured to allow T/TT faculty to progress through these ranks within specific timeframes. However, the policy gives no such guidance or definition to the evaluation or promotion of NTT faculty, and procedures related to the evaluation and promotion of NTT faculty are left to each unit and College. As a result, procedures are inconsistent across units and Colleges.

### **COMMITTEE WORK**

The Faculty Affairs Committee (FAC) considered its charge on the appointment framework for NTT faculty over the course of the 2013-2014 academic year. Prior to the fall of 2013, a small group of FAC members developed a preliminary proposal, which the FAC considered upon convening in September of 2013. The FAC worked very closely with the Associate Provost for Faculty Affairs and the Director of Faculty Initiatives from the Office of Faculty Affairs throughout its review, and in early 2014, it consulted with the Office of Legal Affairs on its proposed changes to the UMD APT Policy.

The foundation of the FAC's work was the idea that meritorious performance of NTT faculty over extended periods of time should be recognized through opportunities for promotion and longer contracts, and University policy should provide a framework for such recognition. In reviewing the current title structure and NTT faculty roles, the committee noted that NTT faculty are engaged in activities that align with the three main dimensions of faculty activity in the APT system for T/TT faculty. These dimensions include (1) teaching, advising, and/or mentoring; (2) research, innovation, and/or creativity; (3) and service and/or outreach. The committee discussed these dimensions, and agreed to form a new title framework for NTT faculty where titles correspond to a majority of effort on one of these three dimensions. In creating such a framework, the committee felt the title system could mirror the dimensions of academic activity already valued at the institution and more accurately identify the work of the faculty member by his or her title.

The committee focused on addressing issues with title terminology, career ladders, contract length, required credentials, and evaluations within the current language of the APT policy. The preliminary proposal standardized the title series by emulating the T/TT faculty professorial titles and extension titles, assuming that each NTT title series should have three levels of rank. The proposal also emphasized that the Faculty Research Assistant (FRA) and Research Associate (RA) ranks, to be renamed as Faculty Assistant and Post-Doctoral Associate, should be entry-level ranks with limited terms, and should lead to the appointment of the faculty member in a NTT title series that has a defined ladder or to transition to a staff position. In addition, the proposal created a new title series for NTT faculty primarily engaged in service, so that these faculty would have the opportunity to have a title correspond to their work. The proposal also introduced an entry-level Junior Lecturer title to address concerns faced by NTT faculty who were appointed as a Lecturer while earning a doctoral degree.

The FAC agreed to move forward in the context of the structure presented by the preliminary proposal and divided into subcommittees to consider specific series of titles in the APT policy. These subcommittees reviewed current policy, drafted revised language, and presented their proposals to the FAC in November and December 2013.

## **ISSUES ADDRESSED IN PROPOSED POLICY REVISIONS**

As the committee worked to draft revised policy language, it discussed many key issues identified by the NTT Task Force and the Senate Executive Committee. Where possible, the FAC considered policies in place at peer institutions and discussed concerns with the Office of Legal Affairs as it worked on drafting proposed policy language in the spring of 2014.

### ***❖ Terminology for Levels 1, 2, and 3***

Upon examining the current NTT faculty titles, the most evident problem was the inconsistency in terminology used throughout the title framework to signify the difference between the first, second, and third levels of each title series. Titles for T/TT faculty use either “Assistant,” “Associate,” and “[full]” for the professorial ranks or “[base title],” “Senior,” and “Principal” for the Extension series titles, but use of these descriptors with NTT titles does not follow a strict rule.

The FAC agreed that the new framework should use two sets of descriptors to distinguish the levels in title series, using either the T/TT professorial titles or the T/TT Extension titles as a model based on which created the fewest difficulties for current faculty. While the FAC considered applying the descriptors from the T/TT professorial ranks for all titles to create uniformity, it found difficulties in applying this logic to the title framework. Such uniformity would create unintended consequences, where NTT faculty could be reclassified into a title that could falsely indicate a demotion. For instance, a current faculty member classified as a Lecturer, the first level in the series, could be reclassified as an Assistant Lecturer, which could seem to outside observers as a demotion. In this instance, modeling the Lecturer series on the Extension T/TT series with the levels as Lecturer, Senior Lecturer, and Principal Lecturer, would keep the terminology for the first level consistent. In addition, a second-level Senior Lecturer title already exists in current policy. Throughout its work, the FAC strived to build upon the existing titles and structures in current policy as much as possible.

Additionally, in current policy the NTT titles that are explicitly stated to be parallel to the levels of the T/TT professorial series all require a Ph.D. or the terminal degree in the field. The Extension T/TT titles do not require a PhD or terminal degree. Adopting the nomenclature of the Extension series for NTT titles provides another means to bring more consistency to the system, in that all titles that require a Ph.D. would adopt the nomenclature of the professorial titles, while the NTT titles that do not require the Ph.D. adopt the nomenclature of the Extension titles.

### ***❖ Distinctions in Policy Language on Requirements in Different Levels***

The manner in which NTT faculty titles are presented in current policy has caused confusion in determining the distinctions between levels in a series and between closely related titles. For instance, the Research Assistant Professor, Assistant Research Scientist, Assistant Research Scholar, and Assistant Research Engineer titles are currently all described in a single provision in the APT policy. Current policy has little to say on the differences between these titles, and as such it can be difficult for administrators to know which title would be appropriate for a particular appointment. Likewise, in the Artist-in-Residence series, the first, second, and third levels of the title are all explained in the same provision, with little explanation on what distinguishes an Assistant from an Associate, and an Associate from a full Artist-in-Residence. In cases such as this, it can be difficult to understand at which level a new faculty member should be appointed.

The FAC determined that for the sake of providing clarity, each title and each level should be identified separately in the APT policy. In separating the titles and levels in the draft revised policy, the FAC proposed content related credentials and expectations that more clearly define the titles at the first,

second, and third levels. The FAC agreed that these explanations in policy could lead to more consistent appointments across units and Colleges despite differences in disciplines.

❖ ***Research Faculty Title Series***

The question of whether NTT faculty titles could be merged to create a more streamlined title framework was a key issue in the FAC's consideration. The committee reviewed the Research Professor, Research Scientist, Research Scholar, and Research Engineer titles in particular in considering this question. The FAC found that the differences in titles reflect the variation in emphases and methods associated with the work done by scientists, scholars, engineers, and professors. The committee found that the terminology used in Colleges and units most often reflects the language common to the discipline. The FAC did not wish to inhibit the ability of units to use familiar terminology and was wary of creating a system that requires NTT faculty to be identified by terms not generally recognized in the field. After much deliberation, the FAC agreed to retain each of the four title series, and to make distinctions between each title series in the language of the APT policy.

❖ ***Faculty Engaged Primarily in Service***

NTT faculty who expend a majority of their effort in service or outreach activity are overlooked in the current APT policy. Many such faculty currently retain titles that do not relate to their work, and often do little to no research or teaching despite the assumed emphasis of the title they are granted. These faculty engage in administrative and programmatic work where it is necessary to have expertise in a field, and contribute to the University in a significant way by directing academic programs, maintaining research systems, and advising students. These faculty are an integral part of units and Colleges, but the University does not have a title that can accurately capture their work. The FAC determined that the lack of a service-oriented title is one of the largest obstacles for appointing NTT faculty and for encouraging evaluation, promotion, and positive career development for these faculty. Consequently, the FAC proposed the creation of a new NTT Faculty Specialist title series with three levels ([base title], Senior, and Principal) for faculty who engage primarily in service. The FAC felt this series would incorporate into the title framework a space for faculty who perform this vital work, and would allow for faculty development and evaluation in promotion through the three levels of the series.

❖ ***Entry-Level Faculty Appointments***

In current policy, Research Associate (RA) and Faculty Research Assistant (FRA) appointments are not part of a title series with a promotion ladder, and because there is no limit on contract renewals, these faculty continue in rank indefinitely without review or advancement. The FAC determined that significant changes were needed, and discussed converting these titles into entry-level faculty appointments.

RAs are in practice largely post-doctoral associates, but the current title hinders recruitment for positions and is unhelpful when these post-doctoral associates seek future employment. The terminology is inconsistent with other NTT titles, as it uses the second-level term "Associate" when it is intended to be a first-level appointment. Additionally, RAs on occasion stay at the University beyond the typical term for a post-doc, but are never given an opportunity to be reclassified into a new title series and thus have no opportunity for promotion. The FRA title is inconsistently applied, and includes among its faculty recent students retained in a lab after graduation, faculty who direct or administer centers and institutes, and faculty who provide office or technical support for various programs related to research grants. These faculty often broadly support research, but not all FRAs engage in research on a day-to-day basis.

The FAC proposed changing the title of each appointment to "Post-Doctoral Associate" and "Faculty Assistant" respectively, and designating each as an entry-level appointment to be renewable only for a certain number of years, after which time the faculty member should be eligible to transition to an appropriate NTT faculty title series or to an available staff position. These changes employ appropriate

terminology and encourage these faculty to be transitioned into title series after a defined period of time, to ensure the opportunity for evaluation and promotion.

Problems similar to those experienced by RAs and FRAs are also found when graduate students are given faculty appointments, in terms of the lack of opportunity for review and advancement. In many cases, Ph.D. candidates can be appointed as a Lecturer to teach while completing a doctoral degree. However, these students are given the same title as all other Lecturers, and are compensated at a lower salary level because they have not yet earned a Ph.D. When the student completes the Ph.D. and remains at the University as a Lecturer, he or she has no opportunity to transition to the appropriate salary level for faculty with Ph.Ds. since there is no evaluation or promotion review at that point. To address this situation, the FAC also proposed creating an entry-level “Junior Lecturer” position that is limited in term, so that these faculty can be given the opportunity to transition to a faculty title series as well.

#### ❖ *Contract Length*

In current practice, NTT faculty are often given contracts of only six months or a year, which gives them little stability, and often little notice of whether the contract will be renewed at the end of the term. In addition, there are inconsistencies in typical contract lengths associated with each title. For instance, in the second level of the Lecturer series, NTT faculty are eligible for a five year contract, but in the research faculty series, five year contracts are only available for third level appointments. The Task Force’s report noted that the typical length of contracts differ for instructional and research faculty and across units and Colleges, and that constant renewal creates an administrative burden for the institution as well.

The FAC encourages consistent expectations and long-term contracts for NTT faculty, but also understands that units often have difficulties projecting funding. The FAC determined that all appointments at the first level should typically be one to three years and renewable, while all appointments at the second level should typically be one to five years and renewable. For the highest level, the FAC felt these faculty should have additional stability. The committee proposed rolling contracts in the highest level, where the contract length for an appointment at the third level is typically for a term of five years, but the contract can be renewed in or after the third year of the contract for another five year term.

#### ❖ *Evaluation and Promotion of NTT Faculty*

The FAC was charged (Appendix 4) with developing consistent guidelines for the promotion and evaluation of NTT faculty. The FAC determined that Colleges and units would be better able to identify appropriate procedures and criteria within their specific disciplines. However, the FAC also recognized that evaluation and promotion guidelines would be critical to the success of a new title framework, so it considered steps to ensure that Colleges and units do in fact develop appropriate procedures.

The FAC proposed that the Office of Faculty Affairs in the Provost’s Office develop general principles that should be followed by Colleges and units. The FAC’s proposal directs the Colleges and units to create clear procedures and criteria for evaluation and promotion of NTT faculty. Once completed, unit procedures would be reviewed by the College and filed with the Office of Faculty Affairs, to allow for evaluation of consistency across the University. In addition, the FAC agreed that it could review College procedures for compliance with the general principles and for consistency, in the same manner that it currently reviews the APT sections of each College or School Plan of Organization.

#### ❖ *Transitioning to a New Title Framework*

The transition of current NTT faculty into the new or revised titles and levels was a major concern throughout the committee’s review. The FAC discussed issues related to this transition, while understanding that specific implementation is the purview of the University administration.



The FAC discussed the types of changes involved in its proposed framework and considered potential timelines for each type of change (Appendix 3). In cases where the changes are largely in terminology, the FAC determined that NTT faculty should transition to a new title when their current contract is renewed. In cases where a promotion ladder is created, the FAC recommended that Colleges and units create promotion guidelines and procedures within two years of policy approval. In cases where NTT faculty are currently in positions that become term-limited under the proposed framework (e.g., FRAs and RAs), the FAC suggested that these faculty could be transitioned to the new framework within six years of policy approval. Six years is the maximum time in rank for the Post-Doctoral Assistant under the new proposed framework, and such a timeline should allow units and Colleges the flexibility to determine how best to transition these faculty, taking into consideration budget cycles and other administrative concerns.

## **RECOMMENDATIONS**

At its meetings on January 27, February 18, and February 24, 2014, the Faculty Affairs Committee voted in favor of recommendations to create a new unified framework for NTT faculty appointments at the University of Maryland.

The Faculty Affairs Committee recommends that the University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty (II- 1.00(A)) be amended to reflect the attached proposed language (as shown below and in Appendix 1) to revise the current title framework for non-tenure track faculty titles.

Upon approval of the revised policy, the Faculty Affairs Committee provides the following suggestions for transitioning to the new framework for NTT faculty titles as well:

For faculty who currently hold an appointment where only the name of the title will change, the Faculty Affairs Committee recommends that these appointments be retitled at the time of contract renewal.

The Faculty Affairs Committee recommends that the Office of Faculty Affairs develop general principles for the evaluation and promotion of non-tenure-track faculty, and that these principles be submitted to the Senate by August 1, 2014 for review and approval. Within two years of final approval, the Committee recommends that each unit and College develop its own policy for evaluation and promotion, which follows these principles and describes in more detail the criteria for review of NTT faculty. The Committee recommends that these College and School policies be submitted to the Faculty Affairs Committee for review and approval.

The Faculty Affairs Committee recommends that each College review and be responsible for compliance of the policies developed by its units with the general principles and for consistency in criteria across units, and submit to the Office of Faculty Affairs each unit policy to be retained on file.

The Faculty Affairs Committee recommends that faculty who hold titles that will be eliminated (such as Faculty Research Assistants and Research Associates; see appendix 3) should be given up to six years from final approval of the policy to transfer to a new position.

**RECOMMENDED AMENDMENTS TO II-1.00(A) UNIVERSITY OF MARYLAND, COLLEGE PARK POLICY ON APPOINTMENT, PROMOTION, AND TENURE OF FACULTY**

B. Faculty with Duties Primarily in Research, Scholarship, or Artistic Creativity

~~All appointments in the following titles are renewable.~~ Appointments with these faculty titles do not carry tenure.

1. Faculty ~~Research~~ Assistant

The appointee shall be capable of assisting **faculty** in **any dimension of academic activity** ~~research under the direction of the head of a research project~~ and shall have ability and training adequate to the carrying out of the particular techniques required, the assembling of data, and the use and care of any specialized apparatus. A baccalaureate degree shall be the minimum requirement. **Appointments to this rank are typically for terms of one to three years and are renewable for up to three years. After three years in rank, appointees who have performed satisfactorily should be eligible for appointment to an appropriate faculty position or encouraged to apply for a staff position.**

2. ~~Research~~ Post-Doctoral Associate

The appointee shall **have been** trained in research procedures, shall be capable of carrying out individual research or collaborating in group research at the advanced level, and shall have had the experience and specialized training necessary for success in such research projects as may be undertaken. An earned doctorate shall normally be a minimum requirement. **Appointments to this rank are typically for one to three years and are renewable, provided the maximum length of consecutive service in this rank does not exceed 6 years. After six years in rank, appointees who have performed satisfactorily should be eligible for appointment to an appropriate faculty position.**

3. Assistant Research Faculty Ranks

a. ~~Assistant~~ Research ~~Assistant~~ Professor; ~~Assistant Research Scientist; Assistant Research Scholar; Assistant Research Engineer~~

~~These~~ **This** ranks ~~are~~ **is** generally parallel to Assistant Professor. ~~In addition to the qualifications of a Research Associate, appointees to these ranks~~ **Appointees** shall have demonstrated superior research ability **and potential for contributing to the educational mission through teaching or service.** Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other ~~senior~~ research personnel). ~~The~~ **An earned** doctoral degree will be a normal **minimum** requirement for appointment at ~~these~~ **this** ranks. Appointments to ~~these~~ **this** ranks ~~may be made for a period of up to~~ **are typically one to three years and are renewable.**

b. ~~Assistant Research Scientist~~

**This rank is generally parallel to Assistant Professor. Appointees shall have demonstrated superior scientific research ability. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum**

requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

c. Assistant Research Scholar

This rank is generally parallel to Assistant Professor. Appointees to this rank shall have demonstrated superior scholarly research ability and be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

d. Assistant Research Engineer

This rank is generally parallel to Assistant Professor. Appointees shall have a demonstrated record of superior engineering practice, design, and development. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other engineering personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

4. Associate Research Faculty Ranks

a. Associate Research ~~Associate~~ Professor; ~~Associate Research Scientist; Associate Research Scholar; Associate Research Engineer~~

~~These~~ **This** ranks ~~are~~ **is** generally parallel to Associate Professor. In addition to the qualifications required of the ~~assistant ranks~~ **Assistant Research Professor**, appointees ~~to these ranks should~~ **shall** have extensive successful experience in scholarly or creative endeavors, ~~and~~ the ability to propose, develop, and manage major research projects, ~~and proven contributions to the educational mission through teaching or service.~~ Appointments to ~~these ranks may be made for a period of up to three years~~ **this rank** are typically one to five years and are renewable.

b. Associate Research Scientist

This rank is generally parallel to Associate Professor. In addition to having the qualifications required of the Assistant Research Scientist, appointees shall have significant scientific research accomplishments, show promise of continued productivity, and have the ability to propose, develop, and manage research projects. Appointments to this rank are typically one to five years and are renewable.

c. Associate Research Scholar

This rank is generally parallel to Associate Professor. In addition to the qualifications required of the Assistant Research Scholar, appointees shall have extensive successful experience in scholarly or creative endeavors sufficient to have established a regional and national reputation among colleagues, and where appropriate, the ability to propose, develop, and manage research projects. Appointees should provide tangible evidence of sound scholarly production in

research, publications, professional achievements, or other distinguished and creative activities. Appointments to this rank are typically one to five years and are renewable.

d. Associate Research Engineer

This rank is generally parallel to Associate Professor. In addition to having the qualifications required of the Assistant Research Engineer, appointees shall have a record of significant engineering achievement, show promise of continued productivity, and have the ability to propose, develop, and manage engineering projects. Appointments to this rank are typically one to five years and are renewable.

5. **Research Faculty Ranks**

a. Research Professor; ~~Senior Research Scientist; Senior Research Scholar; Senior Research Engineer~~

~~These~~ **This** ranks ~~are~~ **is** generally parallel to Professor. In addition to the qualifications required of the ~~associate ranks~~ **Associate Research Professor**, appointees ~~to these ranks should~~ **shall** have demonstrated a degree of proficiency sufficient to establish an excellent reputation among regional and national colleagues. Appointees should **have a record of outstanding** ~~provide tangible evidence of sound~~ scholarly production in research, publications, professional achievements or other distinguished and creative activity, **and exhibit excellence in contributing to the educational mission through teaching or service**. Appointments to ~~these~~ **this** ranks ~~are typically made as five-year rolling contracts, i.e. appointments for additional five year terms can be renewed as early as the third year of any given five-year contract~~ **may be made for a period of up to five years**.

b. Research Scientist

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scientist, appointees shall have established a national and, where appropriate, international reputation for outstanding scientific research. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

c. Research Scholar

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scholar, appointees shall have demonstrated a degree of proficiency sufficient to establish an excellent reputation among national and international colleagues. Appointees should provide tangible evidence of an extensive, respected record of scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third

year of any given five-year contract.

d. Research Engineer

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Engineer, appointees shall have established a national and, where appropriate, international reputation for outstanding engineering practice, design, and development. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

6. ~~Assistant~~ Artist-in-Residence Ranks; ~~Associate Artist in Residence; Senior Artist in Residence~~

a. Assistant Artist-in-Residence

~~These~~ This titles, generally parallel to Assistant Professor, ~~Associate Professor, and Professor, respectively, are~~ is intended for those persons whose professional activities are of a creative or performance nature, including but not limited to theatre, dance, music, and art. Normally, appointees to this rank shall hold the terminal degree in the field and/or have demonstrated superior ability in professional activities. ~~In each case, the qualifications shall reflect demonstrated superior proficiency and excellence and progressively higher national and international reputation, as appropriate to the ranks involved. Appointments to the this rank of Senior Artist in Residence may be made are typically for a period of up to five one to three years and are renewable. ; appointment to the ranks of Assistant Artist in Residence and Associate Artist in Residence may be made for a period of up to three years.~~

b. Associate Artist-in-Residence

This title is generally parallel to Associate Professor. In addition to the qualifications of the Assistant Artist-in-Residence, the appointee's record of professional activities shall demonstrate a national reputation among colleagues. Appointments to this rank are typically one to five years and are renewable.

c. Artist-in-Residence

This title is generally parallel to Professor. In addition to the qualifications of the Associate Artist-in-Residence, appointees shall demonstrate a sustained record of superior proficiency and excellence, and an international reputation among colleagues in the field. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

C. Field Faculty

1. ~~Associate~~ Agent Associate

~~The appointee shall hold at least a bachelor's degree and shall show evidence of ability to work with people. The appointee shall have an educational background related to the specific position and should demonstrate evidence of creative ability to plan and implement Cooperative Extension Service programs. This is a term appointment and may be renewed annually.~~ **Appointees shall be able to: teach research-based subject matter from the University for community residents based on local issues and needs; assume leadership for educational development plans; deliver educational programs directly to clientele, peers, and/or volunteers through train-the-trainer or other similar venues in order to extend programming efforts throughout the state. An earned Bachelor's degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.**

2. ~~Faculty Extension Assistant~~ Senior Agent Associate

~~The appointee shall be capable of assisting in Extension under the direction of the head of an Extension project and have the specialized expertise, training and ability to perform the duties required. An earned bachelor's degree and experience in the specialized field is required.~~ **In addition to the qualifications of the Agent Associate, appointees shall show evidence of superior ability in establishing the foundation of a successful UME program. An earned Master's degree or 3 years' full-time experience as an Agent Associate will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to five years and are renewable.**

3. ~~Faculty Extension Associate~~ Principal Agent Associate

~~The appointee shall be capable of carrying out individual instruction or collaborating in group discussions at the advanced level, should be trained in Extension procedures, and should have had the experience and specialized training necessary to develop and interpret data required for success in such Extension projects as may be undertaken. An earned doctorate shall be the minimum requirement.~~ **In addition to the qualifications of the Senior Agent Associate, appointees shall show evidence of excellence in establishing and expanding successful UME programs through mentoring, scholarship, and service. An earned PhD or five years' full-time experience as a Senior Agent Associate will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.**

4. Agent (parallel to the rank of Assistant Professor)

The appointee must hold a master's degree in an appropriate discipline and show evidence of academic ability and leadership skills. The appointee shall have an educational background related to the specific position.

5. Senior Agent (parallel to the rank of Associate Professor)

In addition to the qualifications of an Agent, the appointee must have demonstrated achievement in program development and must have shown originality and creative ability in designing new programs, teaching effectiveness, and evidence of service to the community, institution, and profession. Appointment to this rank may carry tenure.

6. Principal Agent (parallel to the rank of Professor)

In addition to the qualifications of a Senior Agent, the appointee must have demonstrated leadership ability and evidence of service to the community, institution, and profession. The appointee must also have received recognition for contributions to the Cooperative Extension Service sufficient to establish a reputation among State, regional and/or national colleagues, and should have demonstrated evidence of distinguished achievement in creative program development. Appointment to this rank carried tenure.

D. Faculty Engaged Exclusively or Primarily in Clinical Teaching

All appointments in the following titles are renewable. Appointments with these faculty titles do not carry tenure.

1. Assistant 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 **clinical** specialization. There ~~must~~ **shall** 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 ~~shall~~ **should** also have demonstrated scholarly and/or administrative ability. **Appointments to this rank are typically for one to three years and are renewable.**

2. Associate Clinical Associate Professor

In addition to the qualifications required of an **Assistant** Clinical ~~Assistant~~ Professor, the appointee ~~should~~ **shall** ordinarily have had extensive successful experience in clinical or professional practice in ~~a the departmental 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~~ **shall** also have demonstrated superior teaching ability and scholarly or administrative accomplishments **and have a reputation of respect among colleagues in the region. Appointments to this rank are typically for one to five years and are renewable.**

3. Clinical Professor

In addition to the qualifications required of an **Associate** 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. **Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.**

E. Faculty Engaged Exclusively or Primarily in Library Services

Library faculty hold the ranks of Librarian I-IV. Each rank requires a master's degree from an American Library Association accredited program or a graduate degree in

another field where appropriate. The master's degree is considered the terminal degree. Appointments to these ranks are for 12 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).

Permanent status is an institutional commitment to permanent and continuous employment to be terminated only for adequate cause (for example, professional or scholarly misconduct; incompetence; moral turpitude; or willful neglect of duty) and only after due process in accordance with relevant USM and campus policies. Librarians at the rank of Librarian I and Librarian II are not eligible for permanent status. Permanent status is available for library faculty holding the rank of Librarian III and Librarian IV. Those candidates without permanent status applying for the rank of Librarian III and Librarian IV shall be considered concurrently for permanent status.

1. Librarian I

This is an entry-level rank, assigned to librarians with little or no professional library experience. This rank does not carry permanent status.

2. Librarian II

Librarians at this rank have demonstrated professional development evidenced by achievement of a specialization in a subject, service, technical, administrative, or other area of value to the library. This rank does not carry permanent status.

3. Librarian III

Librarians at this rank have a high level of competence in performing professional duties requiring specialized knowledge or experience. They shall have served the Libraries, the campus, or the community in some significant way; have shown evidence of creative or scholarly contribution; and have been involved in mentoring and providing developmental opportunities for their colleagues. They shall have shown promise of continued productivity in librarianship, service, and scholarship or creativity. Promotion to this rank from within the Libraries confers permanent status; appointment to this rank from outside the Libraries may confer permanent status.

4. Librarian IV

Librarians at this rank show evidence of superior performance at the highest levels of specialized work and professional responsibility. They have shown evidence of and demonstrate promise for continued contribution in valuable service and significant creative or scholarly contribution. Such achievement must include leadership roles and have resulted in the attainment of Libraries, campus, state, regional, national, or international recognition. This rank carries permanent status.

F. Additional Faculty Ranks

**Appointments with these faculty titles do not carry tenure.**

1. Assistant Instructor

The appointee shall be competent to fill a specific position in an acceptable manner, but



he or she is not required to meet all the requirements for an Instructor. He or she shall hold the appropriate baccalaureate degree or possess equivalent experience.

**2. Junior Lecturer**

In instances when a graduate student is given a faculty appointment to teach, the title Junior Lecturer shall be used. Upon completion of the graduate program, Junior Lecturers are eligible for promotion to Lecturer. Appointments to this rank are typically for terms of up to one year and are renewable for up to six years.

**23. Lecturer**

The title Lecturer will ordinarily be used to designate appointments, ~~at any salary and experience level,~~ of persons who are serving in a teaching capacity for a limited time or part-time. **The normal requirement is a Master's degree in the field of instruction or a related field, or equivalent professional experience in the field of instruction. Appointments to this rank are typically one to three years and are renewable. This rank does not carry tenure.**

**34. Senior Lecturer**

In addition to having the qualifications of a ~~Lecturer~~, the appointee ~~normally~~ shall have an exemplary teaching record over the course of at least five years of full-time instruction or its equivalent as a Lecturer (or similar appointment at another institution) and shall exhibit promise in developing additional skills in the areas of research, service, mentoring, or program development. ~~established over the course of six years a record of teaching excellence and service. Appointment to this rank requires the approval of the departmental faculty. The appointment is made for a term not to exceed~~ Appointments to this rank are typically one to five years and ~~is~~ are renewable. ~~This rank does not carry tenure.~~

**5. Principal Lecturer**

In addition to the qualifications required of the Senior Lecturer, appointees to this rank shall have an exemplary teaching record over the course of at least 5 years full-time service or its equivalent as a Senior Lecturer (or similar appointment at another institution) and/or the equivalent of 5 years full-time professional experience as well as demonstrated excellence in the areas of research, service, mentoring, or program development. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

**6. Faculty Specialist**

The appointee shall hold a Bachelor's degree in a relevant area and show potential for excellence in the administration and/or management of academic or research programs. Faculty Specialists are expected to engage in activities such as developing curriculum and/or innovative means for delivering curriculum, supervising the non-research activities of graduate or post-doctoral students, serving as grant writers or authors of other publications for an academic or research program, conducting specialized research duties or other such duties that

would generate intellectual property to which the faculty member shall retain the rights. Appointments to this rank are typically one to three years and are renewable.

**7. Senior Faculty Specialist**

In addition to showing superior ability to administer academic or research programs, as evidenced by successfully discharging responsibilities such as those of the Faculty Specialist, the appointee shall hold a Master's degree or have at least 3 years full-time experience as a Faculty Specialist (or similar appointment at another institution), or its equivalent. Appointments to this rank are typically one to five years and are renewable.

**8. Principal Faculty Specialist**

In addition to a proven record of excellence in managing and directing an academic or research program, the appointee shall hold a Ph.D. or have at least 5 years of full-time experience as a Senior Faculty Specialist, or its equivalent. Appointments are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

**~~4~~9. Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor**

The appointee shall be associated with the faculty of a department or non-departmentalized school or college, but shall not be essential to the development of that unit's program. The titles do not carry tenure. The appointee may be paid or unpaid. The appointee may be employed outside the University, but shall not hold another paid appointment at the University of Maryland at College Park. The appointee shall have such expertise in his or her discipline and be so well regarded that his or her appointment will have the endorsement of the majority of the members of the professorial faculty of the academic unit. Any academic unit may recommend to the administration persons of these ranks; normally, the number of adjunct appointments shall comprise no more than a small percentage of the faculty in an academic unit. Appointments to these ranks shall not extend beyond the end of the fiscal year during which the appointment becomes effective and may be renewed.

**~~5~~10. Affiliate Assistant Professor, Affiliate Associate Professor, Affiliate Professor, Affiliate Librarian II, Affiliate Librarian III, and Affiliate Librarian IV**

These titles shall be used to recognize the affiliation of a faculty member or other university employee with an academic unit other than that to which his or her appointment and salary are formally linked. The nature of the affiliation shall be specified in writing, and the appointment shall be made upon the recommendation of the faculty of the department with which the appointee is to be affiliated and with the consent of the faculty of his or her primary department. The rank of affiliation shall be commensurate with the appointee's qualifications.

**~~6~~11. Visiting Appointments**

The prefix Visiting before an academic title, e.g., Visiting Professor, shall be used to

designate a short-term professorial appointment without tenure.

~~7~~12. Emerita, Emeritus

The word emerita or emeritus after an academic title shall designate a faculty member who has retired from full-time employment in the University of Maryland at College Park after meritorious service to the University in the areas of teaching, research, or service. Emerita or emeritus status may be conferred on Associate Professors, Professors, Distinguished University Professors, Research Associate Professors, Research Professors, Senior Agents, Principal Agents, Librarians III, and Librarians IV.

~~8~~13. Distinguished University Professor

The title Distinguished University Professor will be conferred by the President upon a limited number of members of the faculty of the University of Maryland at College Park in recognition of distinguished achievement in teaching; research or creative activities; and service to the University, the profession, and the community. College Park faculty who, at the time of approval of this title, carry the title of Distinguished Professor, will be permitted to retain their present title or to change to the title of Distinguished University Professor. Designation as Distinguished University Professor shall include an annual allocation of funds to support his or her professional activities, to be expended in accordance with applicable University policies.

~~9~~14. 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 the 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.

~~10~~15. College Park Professor

This title may be used for nationally distinguished scholars, creative or performing artists, or researchers who would qualify for appointment at the University of Maryland at College Park at the level of professor but who normally hold full-time positions outside the University. Holders of this title may provide graduate student 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 dean. Appointment as a College Park Professor does not carry tenure or expectation of salary.

~~11~~16. University of Maryland Professor

This title may be used for nationally distinguished scholars, creative or performing artists, or researchers who have qualified for full-time appointments at the University of

Maryland, Baltimore at the level of professor, who are active in MPowering the State programs, and who also qualify for full-time appointment at the University of Maryland, College Park at the level of professor. Holders of this title may provide graduate student supervision, serve as principal investigators, and participate in departmental and shared governance. Initial appointments are for three years and are renewable annually upon recommendation to the Provost by the unit head and dean. This is a non-paid, non-tenure track title but initial appointments must follow the procedures for appointment as a new tenured Professor.

#### ~~12~~17. Other Titles

No new faculty titles or designations shall be created by the University of Maryland at College Park for appointees to faculty status without approval by the Campus Senate and the President.

### **APPENDICES**

Appendix 1 – Proposed Revised University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty

Appendix 2 – Proposed Framework for NTT Faculty Appointments (Chart)

Appendix 3 – Chart on Proposed Timelines for Implementation

Appendix 4 – Charge from the Senate Executive Committee on Providing a Unified Framework for Non-Tenure Track Faculty Appointments

## APPENDIX 1 - PROPOSED REVISED UNIVERSITY OF MARYLAND POLICY ON APPOINTMENT, PROMOTION, AND TENURE OF FACULTY (II-1.00(A))

### PROPOSED ADDITIONS SHOWN IN BLUE AND BOLD PROPOSED DELETIONS SHOWN IN RED AND STRIKEOUT

#### II-1.00(A) UNIVERSITY OF MARYLAND POLICY ON APPOINTMENT, PROMOTION, AND TENURE OF FACULTY

(Approved by the President, February 16, 1993; approved by the Chancellor, March 26, 1993; text on Distinguished University Professor approved by the Chancellor on April 15, 1994; text on Emeritus Status added 1995; text on mandatory retirement at age 70 removed March, 1996; text on term of service for APT committee members amended February 1998; text on Professor of Practice amended 1998; text on Senior Lecturer added November 2002; text on appeals process amended August 2003; text on Field Faculty added October 2003; text on Librarians added April, 2004; approved by the President and the Chancellor, December 2004, effective August 23, 2005; text on College Park Professor added June 2005, continuing through May 2012; text on Librarian Emerita /Emeritus status added April 2006; text on faculty with split appointments on APT committees added April 2006; text on Faculty Extension Agent and Associate Agent amended December 15, 2006; text on composition of third or campus-level review committee amended November 23, 2010; text on Clinical Faculty titles added March 13, 2012; text on Clinical Faculty titles amended May 9, 2012; technical changes September 17, 2012; text on University of Maryland Professor added November 15, 2012.)

This policy complements the University of Maryland System Policy on Appointment, Rank, and Tenure of Faculty, adapting that policy in accordance with the institutional mission of the University of Maryland at College Park. Within the framework of the System Policy, it specifies the criteria and procedures related to faculty personnel actions which shall apply to the University of Maryland at College Park.

Subject to the provisions of paragraphs I.C.15 and I.C.17 of the University of Maryland System Policy on Appointment, Rank and Tenure of Faculty (1989), the provisions of paragraph III.C of this University of Maryland at College Park Policy on Appointment, Promotion and Tenure of Faculty shall be published in the Faculty Handbook and shall constitute part of the contractually binding agreement between the university and the faculty member. Any proposed changes to this University of Maryland at College Park Policy on Appointment, Promotion and Tenure of Faculty shall be submitted for initial review and endorsement by the College Park Campus Senate.

#### Terminological Note

The procedures spelled out in this document for tenure and promotion review specify three levels of review below the President's office. For most faculty members these are the department, the college, and the campus levels. However, some faculty members are appointed in colleges and schools that are not departmentalized and that conduct the initial review at the college or school level. For uniform terminology the initial review, whether conducted by a department or a non-departmentalized school or college, is referred to as a “first-level review,” and “department” is usually replaced by “first-level unit.” First-level units thus comprise departments, non-departmentalized schools, and non-departmentalized colleges. Higher levels of review are referred to as “second-level” and “third-level.”

For the purpose of this policy, the term "university" and the term "institution" shall be synonymous and shall mean the University of Maryland at College Park. For the purpose of this policy, the word "days" shall refer to calendar days.

### Purpose of this Policy

The University of Maryland is dedicated to the discovery and the transmission of knowledge and to the achievement of excellence in its academic disciplines. Each faculty member has a personal responsibility for contributing to the achievement of excellence in his or her own academic discipline and for exercising the best judgment in advancing the department, the college, and the University. Those faculty members holding the rank of Professor have the greatest responsibility for establishing and maintaining the highest standards of academic performance within the University. This Policy on the Appointment, Promotion, and Tenure of Faculty exists to set the standards for appointment and promotion to the various faculty ranks and to recognize and to encourage the achievement of excellence on the part of the faculty members through the awarding of tenure and through promotion within the faculty ranks. Through this process the University builds and enhances its educational programs and services and it advances the state of knowledge which supports the growth and development of our society.

## I. MINIMUM QUALIFICATIONS FOR APPOINTMENT OR PROMOTION TO THE ACADEMIC AND ACADEMIC ADMINISTRATIVE RANKS

The only faculty ranks which may involve a tenure commitment are: Professor, Associate Professor, Assistant Professor, Principal Agent, Senior Agent, and Agent, and such other ranks as the Board of Regents may approve. Effective April 5, 1989, appointments to all other ranks, including any qualified rank, other than an honorific qualification, in which an additional adjective is introduced, are for a definite term and do not involve a tenure commitment. Those granted tenure in such a rank before April 5, 1989, shall continue to hold tenure in that rank.

The following shall be the minimum qualifications for appointment or promotion to the academic ranks in use by the University of Maryland at College Park.

### A. Faculty with Duties in Teaching and Research

#### 1. Instructor<sup>a</sup>

An appointee to the rank of Instructor ordinarily shall hold the highest earned degree in his or her field of specialization. There shall be evidence also of potential for excellence in teaching and for a successful academic career. The rank does not carry tenure.

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<sup>a</sup> As of November 14, 1995, this title may NOT be used for new appointments.

2. Assistant Professor

The appointee shall have qualities suggesting a high level of teaching ability in the relevant academic field, and shall provide evidence of potential for superior research, scholarship, or artistic creativity in the field. Because this is a tenure-track position, the appointee shall at the time of appointment show promise of having, at such time as he or she is to be reviewed for tenure and promotion in accordance with paragraph I.C.4 of the University of Maryland System Policy and paragraph III.C.3 of this policy, the qualities described under "Associate Professor" below. In most fields the doctorate shall be a requirement for appointment to an assistant professorship. Although the rank normally leads to review for tenure and promotion, persons appointed to the rank of Assistant Professor after the effective date of this policy shall not be granted tenure in this rank.

3. Associate Professor

In addition to having the qualifications of an Assistant Professor, the appointee shall have a high level of competence in teaching and advisement in the relevant academic field, shall have demonstrated significant research, scholarship, or artistic creativity in the field and shall have shown promise of continued productivity, shall be competent to direct work of major subdivisions of the primary academic unit and to offer graduate instruction and direct graduate research, and shall have served the campus, the profession, or the community in some useful way in addition to teaching and research. Promotion to the rank from within confers tenure; appointment to the rank from without may confer tenure.

4. Professor

In addition to having the qualifications of an Associate Professor, the appointee shall have established a national and, where appropriate, international reputation for outstanding research, scholarship or artistic creativity, and a distinguished record of teaching. There also must be a record of continuing evidence of relevant and effective professional service. The rank carries tenure.

B. Faculty with Duties Primarily in Research, Scholarship, or Artistic Creativity

~~All appointments in the following titles are renewable.~~ Appointments with these faculty titles do not carry tenure.

1. Faculty ~~Research~~ Assistant

The appointee shall be capable of assisting **faculty** in **any dimension of**

~~academic activity research under the direction of the head of a research project~~ and shall have ability and training adequate to the carrying out of the particular techniques required, the assembling of data, and the use and care of any specialized apparatus. A baccalaureate degree shall be the minimum requirement. **Appointments to this rank are typically for terms of one to three years and are renewable for up to three years. After three years in rank, appointees who have performed satisfactorily should be eligible for appointment to an appropriate faculty position or encouraged to apply for a staff position.**

2. ~~Research~~ Post-Doctoral Associate

The appointee shall **have been** trained in research procedures, shall be capable of carrying out individual research or collaborating in group research at the advanced level, and shall have had the experience and specialized training necessary for success in such research projects as may be undertaken. An earned doctorate shall normally be a minimum requirement. **Appointments to this rank are typically for one to three years and are renewable, provided the maximum length of consecutive service in this rank does not exceed 6 years. After six years in rank, appointees who have performed satisfactorily should be eligible for appointment to an appropriate faculty position.**

3. **Assistant Research Faculty Ranks**

a. Assistant Research ~~Assistant~~ Professor; Assistant Research Scientist; Assistant Research Scholar; Assistant Research Engineer

~~These~~ **This** ranks ~~are is~~ generally parallel to Assistant Professor. ~~In addition to the qualifications of a Research Associate, appointees to these ranks~~ **Appointees** shall have demonstrated superior research ability **and potential for contributing to the educational mission through teaching or service.** Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other ~~senior~~ research personnel). ~~The~~ **An earned** doctoral degree will be a normal **minimum** requirement for appointment at ~~these this~~ ranks. Appointments to ~~these this~~ ranks ~~may be made for a period of up to~~ **are typically one to three years and are renewable.**

b. Assistant Research Scientist

**This rank is generally parallel to Assistant Professor. Appointees shall have demonstrated superior scientific research ability. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are**



renewable.

c. Assistant Research Scholar

This rank is generally parallel to Assistant Professor. Appointees to this rank shall have demonstrated superior scholarly research ability and be qualified and competent to direct the work of others (such as technicians, graduate students, other research personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

d. Assistant Research Engineer

This rank is generally parallel to Assistant Professor. Appointees shall have a demonstrated record of superior engineering practice, design, and development. Appointees should be qualified and competent to direct the work of others (such as technicians, graduate students, other engineering personnel). An earned doctoral degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.

4. Associate Research Faculty Ranks

a. Associate Research Professor; Associate Research Scientist; Associate Research Scholar; Associate Research Engineer

~~These~~ **This** ranks ~~are~~ **is** generally parallel to Associate Professor. In addition to the qualifications required of the ~~assistant ranks~~ **Assistant Research Professor**, appointees ~~to these ranks should~~ **shall** have extensive successful experience in scholarly or creative endeavors, ~~and~~ the ability to propose, develop, and manage major research projects, ~~and proven contributions to the educational mission through teaching or service~~. Appointments to ~~these ranks may be made for a period of up to three years~~ **this rank are typically one to five years and are renewable.**

b. Associate Research Scientist

This rank is generally parallel to Associate Professor. In addition to having the qualifications required of the Assistant Research Scientist, appointees shall have significant scientific research accomplishments, show promise of continued productivity, and have the ability to propose, develop, and manage research projects. Appointments to this rank are typically one to five years and are renewable.

c. Associate Research Scholar

This rank is generally parallel to Associate Professor. In addition to the qualifications required of the Assistant Research Scholar, appointees shall have extensive successful experience in scholarly or creative endeavors sufficient to have established a regional and national reputation among colleagues, and where appropriate, the ability to propose, develop, and manage research projects. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activities. Appointments to this rank are typically one to five years and are renewable.

d. Associate Research Engineer

This rank is generally parallel to Associate Professor. In addition to having the qualifications required of the Assistant Research Engineer, appointees shall have a record of significant engineering achievement, show promise of continued productivity, and have the ability to propose, develop, and manage engineering projects. Appointments to this rank are typically one to five years and are renewable.

5. **Research Faculty Ranks**

a. ~~Research Professor; Senior Research Scientist; Senior Research Scholar; Senior Research Engineer~~

~~These~~ **This** ranks ~~are~~ **is** generally parallel to Professor. In addition to the qualifications required of the ~~associate ranks~~ **Associate Research Professor**, appointees ~~to these ranks should~~ **shall** have demonstrated a degree of proficiency sufficient to establish an excellent reputation among regional and national colleagues. Appointees should **have a record of outstanding** ~~provide tangible evidence of sound~~ scholarly production in research, publications, professional achievements or other distinguished and creative activity, **and exhibit excellence in contributing to the educational mission through teaching or service.** Appointments to ~~these~~ **this** ranks ~~are typically made as five-year rolling contracts, i.e. appointments for additional five year terms can be renewed as early as the third year of any given five-year contract~~ **may be made for a period of up to five years.**

b. Research Scientist

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scientist, appointees shall

have established a national and, where appropriate, international reputation for outstanding scientific research. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

c. Research Scholar

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Scholar, appointees shall have demonstrated a degree of proficiency sufficient to establish an excellent reputation among national and international colleagues. Appointees should provide tangible evidence of an extensive, respected record of scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

d. Research Engineer

This rank is generally parallel to Professor. In addition to having the qualifications required of the Associate Research Engineer, appointees shall have established a national and, where appropriate, international reputation for outstanding engineering practice, design, and development. Appointees should provide tangible evidence of sound scholarly production in research, publications, professional achievements, or other distinguished and creative activity. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

6. ~~Assistant Artist-in-Residence Ranks; Associate Artist-in-Residence; Senior Artist in Residence~~

a. Assistant Artist-in-Residence

~~These~~ **This** titles, **generally** parallel to Assistant Professor, ~~Associate Professor, and Professor, respectively, are~~ **is** intended for those persons whose professional activities are of a creative or performance nature, including but not limited to theatre, dance, music, and art. **Normally, appointees to this rank shall hold the terminal degree in the field and/or have demonstrated superior ability in professional activities.** ~~In each case, the qualifications shall reflect demonstrated~~

~~superior proficiency and excellence and progressively higher national and international reputation, as appropriate to the ranks involved. Appointments to the this rank of Senior Artist-in-Residence may be made are typically for a period of up to five one to three years and are renewable. ; appointment to the ranks of Assistant Artist-in-Residence and Associate Artist-in-Residence may be made for a period of up to three years.~~

**b. Associate Artist-in-Residence**

**This title is generally parallel to Associate Professor. In addition to the qualifications of the Assistant Artist-in-Residence, the appointee's record of professional activities shall demonstrate a national reputation among colleagues. Appointments to this rank are typically one to five years and are renewable.**

**c. Artist-in-Residence**

**This title is generally parallel to Professor. In addition to the qualifications of the Associate Artist-in-Residence, appointees shall demonstrate a sustained record of superior proficiency and excellence, and an international reputation among colleagues in the field. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.**

**C. Field Faculty**

**1. ~~Associate~~ Agent Associate**

~~The appointee shall hold at least a bachelor's degree and shall show evidence of ability to work with people. The appointee shall have an educational background related to the specific position and should demonstrate evidence of creative ability to plan and implement Cooperative Extension Service programs. This is a term appointment and may be renewed annually.~~ **Appointees shall be able to: teach research-based subject matter from the University for community residents based on local issues and needs; assume leadership for educational development plans; deliver educational programs directly to clientele, peers, and/or volunteers through train-the-trainer or other similar venues in order to extend programming efforts throughout the state. An earned Bachelor's degree will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to three years and are renewable.**

**2. ~~Faculty Extension Assistant~~ Senior Agent Associate**

~~The appointee shall be capable of assisting in Extension under the direction of the head of an Extension project and have the specialized expertise, training and ability to perform the duties required. An earned bachelor's degree and experience in the specialized field is required.~~ **In addition to the qualifications of the Agent Associate, appointees shall show evidence of superior ability in establishing the foundation of a successful UME program. An earned Master's degree or 3 years' full-time experience as an Agent Associate will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically one to five years and are renewable.**

3. ~~Faculty Extension Associate~~ **Principal Agent Associate**

~~The appointee shall be capable of carrying out individual instruction or collaborating in group discussions at the advanced level, should be trained in Extension procedures, and should have had the experience and specialized training necessary to develop and interpret data required for success in such Extension projects as may be undertaken. An earned doctorate shall be the minimum requirement.~~ **In addition to the qualifications of the Senior Agent Associate, appointees shall show evidence of excellence in establishing and expanding successful UME programs through mentoring, scholarship, and service. An earned PhD or five years' full-time experience as a Senior Agent Associate will be a normal minimum requirement for appointment at this rank. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.**

4. Agent (parallel to the rank of Assistant Professor)

The appointee must hold a master's degree in an appropriate discipline and show evidence of academic ability and leadership skills. The appointee shall have an educational background related to the specific position.

5. Senior Agent (parallel to the rank of Associate Professor)

In addition to the qualifications of an Agent, the appointee must have demonstrated achievement in program development and must have shown originality and creative ability in designing new programs, teaching effectiveness, and evidence of service to the community, institution, and profession. Appointment to this rank may carry tenure.

6. Principal Agent (parallel to the rank of Professor)

In addition to the qualifications of a Senior Agent, the appointee must have

demonstrated leadership ability and evidence of service to the community, institution, and profession. The appointee must also have received recognition for contributions to the Cooperative Extension Service sufficient to establish a reputation among State, regional and/or national colleagues, and should have demonstrated evidence of distinguished achievement in creative program development. Appointment to this rank carried tenure.

D. Faculty Engaged Exclusively or Primarily in Clinical Teaching

All appointments in the following titles are renewable. Appointments with these faculty titles do not carry tenure.

1. Assistant 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 **clinical** specialization. There ~~must~~ **shall** 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 ~~shall~~ **should** also have demonstrated scholarly and/or administrative ability. **Appointments to this rank are typically for one to three years and are renewable.**

2. Associate Clinical ~~Associate~~ Professor

In addition to the qualifications required of an **Assistant** Clinical ~~Assistant~~ Professor, the appointee ~~should~~ **shall** ordinarily have had extensive successful experience in clinical or professional practice in ~~a the departmental 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~~ **shall** also have demonstrated superior teaching ability and scholarly or administrative accomplishments **and have a reputation of respect among colleagues in the region. Appointments to this rank are typically for one to five years and are renewable.**

3. Clinical Professor

In addition to the qualifications required of an **Associate** 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. **Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as**

**the third year of any given five-year contract.**

E. Faculty Engaged Exclusively or Primarily in Library Services

Library faculty hold the ranks of Librarian I-IV. Each rank requires a master's degree from an American Library Association accredited program or a graduate degree in another field where appropriate. The master's degree is considered the terminal degree. Appointments to these ranks are for 12 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).

Permanent status is an institutional commitment to permanent and continuous employment to be terminated only for adequate cause (for example, professional or scholarly misconduct; incompetence; moral turpitude; or willful neglect of duty) and only after due process in accordance with relevant USM and campus policies. Librarians at the rank of Librarian I and Librarian II are not eligible for permanent status. Permanent status is available for library faculty holding the rank of Librarian III and Librarian IV. Those candidates without permanent status applying for the rank of Librarian III and Librarian IV shall be considered concurrently for permanent status.

1. Librarian I

This is an entry-level rank, assigned to librarians with little or no professional library experience. This rank does not carry permanent status.

2. Librarian II

Librarians at this rank have demonstrated professional development evidenced by achievement of a specialization in a subject, service, technical, administrative, or other area of value to the library. This rank does not carry permanent status.

3. Librarian III

Librarians at this rank have a high level of competence in performing professional duties requiring specialized knowledge or experience. They shall have served the Libraries, the campus, or the community in some significant way; have shown evidence of creative or scholarly contribution; and have been involved in mentoring and providing developmental opportunities for their colleagues. They shall have shown promise of continued productivity in librarianship, service, and scholarship or creativity. Promotion to this rank from within the Libraries confers permanent status; appointment to this rank from outside the Libraries may confer permanent status.

4. Librarian IV

Librarians at this rank show evidence of superior performance at the highest levels of specialized work and professional responsibility. They have shown evidence of and demonstrate promise for continued contribution in valuable service and significant creative or scholarly contribution. Such achievement must include leadership roles and have resulted in the attainment of Libraries, campus, state, regional, national, or international recognition. This rank carries permanent status.

F. Additional Faculty Ranks

**Appointments with these faculty titles do not carry tenure.**

1. Assistant Instructor

The appointee shall be competent to fill a specific position in an acceptable manner, but he or she is not required to meet all the requirements for an Instructor. He or she shall hold the appropriate baccalaureate degree or possess equivalent experience.

2. Junior Lecturer

**In instances when a graduate student is given a faculty appointment to teach, the title Junior Lecturer shall be used. Upon completion of the graduate program, Junior Lecturers are eligible for promotion to Lecturer. Appointments to this rank are typically for terms of up to one year and are renewable for up to six years.**

~~23.~~ Lecturer

The title Lecturer will ordinarily be used to designate appointments, ~~at any salary and experience level,~~ of persons who are serving in a teaching capacity for a limited time or part-time. **The normal requirement is a Master's degree in the field of instruction or a related field, or equivalent professional experience in the field of instruction. Appointments to this rank are typically one to three years and are renewable. This rank does not carry tenure.**

~~34.~~ Senior Lecturer

In addition to having the qualifications of a ~~L~~Lecturer, the appointee ~~normally~~ shall have **an exemplary teaching record over the course of at least five years of full-time instruction or its equivalent as a Lecturer (or similar appointment at another institution) and shall exhibit promise in developing**



additional skills in the areas of research, service, mentoring, or program development. ~~established over the course of six years a record of teaching excellence and service. Appointment to this rank requires the approval of the departmental faculty. The appointment is made for a term not to exceed~~ Appointments to this rank are typically one to five years and ~~is~~ are renewable. ~~This rank does not carry tenure.~~

5. Principal Lecturer

In addition to the qualifications required of the Senior Lecturer, appointees to this rank shall have an exemplary teaching record over the course of at least 5 years full-time service or its equivalent as a Senior Lecturer (or similar appointment at another institution) and/or the equivalent of 5 years full-time professional experience as well as demonstrated excellence in the areas of research, service, mentoring, or program development. Appointments to this rank are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.

6. Faculty Specialist

The appointee shall hold a Bachelor's degree in a relevant area and show potential for excellence in the administration and/or management of academic or research programs. Faculty Specialists are expected to engage in activities such as developing curriculum and/or innovative means for delivering curriculum, supervising the non-research activities of graduate or post-doctoral students, serving as grant writers or authors of other publications for an academic or research program, conducting specialized research duties or other such duties that would generate intellectual property to which the faculty member shall retain the rights. Appointments to this rank are typically one to three years and are renewable.

7. Senior Faculty Specialist

In addition to showing superior ability to administer academic or research programs, as evidenced by successfully discharging responsibilities such as those of the Faculty Specialist, the appointee shall hold a Master's degree or have at least 3 years full-time experience as a Faculty Specialist (or similar appointment at another institution), or its equivalent. Appointments to this rank are typically one to five years and are renewable.

8. Principal Faculty Specialist

In addition to a proven record of excellence in managing and directing an

**academic or research program, the appointee shall hold a Ph.D. or have at least 5 years of full-time experience as a Senior Faculty Specialist, or its equivalent. Appointments are typically made as five-year rolling contracts, i.e. appointments for additional five-year terms can be renewed as early as the third year of any given five-year contract.**

**49.** Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor

The appointee shall be associated with the faculty of a department or non-departmentalized school or college, but shall not be essential to the development of that unit's program. The titles do not carry tenure. The appointee may be paid or unpaid. The appointee may be employed outside the University, but shall not hold another paid appointment at the University of Maryland at College Park. The appointee shall have such expertise in his or her discipline and be so well regarded that his or her appointment will have the endorsement of the majority of the members of the professorial faculty of the academic unit. Any academic unit may recommend to the administration persons of these ranks; normally, the number of adjunct appointments shall comprise no more than a small percentage of the faculty in an academic unit. Appointments to these ranks shall not extend beyond the end of the fiscal year during which the appointment becomes effective and may be renewed.

**510.** Affiliate Assistant Professor, Affiliate Associate Professor, Affiliate Professor, Affiliate Librarian II, Affiliate Librarian III, and Affiliate Librarian IV

These titles shall be used to recognize the affiliation of a faculty member or other university employee with an academic unit other than that to which his or her appointment and salary are formally linked. The nature of the affiliation shall be specified in writing, and the appointment shall be made upon the recommendation of the faculty of the department with which the appointee is to be affiliated and with the consent of the faculty of his or her primary department. The rank of affiliation shall be commensurate with the appointee's qualifications.

**611.** Visiting Appointments

The prefix Visiting before an academic title, e.g., Visiting Professor, shall be used to designate a short-term professorial appointment without tenure.

**712.** Emerita, Emeritus

The word emerita or emeritus after an academic title shall designate a faculty member who has retired from full-time employment in the University of Maryland at College Park after meritorious service to the University in the areas of teaching, research, or service. Emerita or emeritus status may be conferred on

Associate Professors, Professors, Distinguished University Professors, Research Associate Professors, Research Professors, Senior Agents, Principal Agents, Librarians III, and Librarians IV.

**813.** Distinguished University Professor

The title Distinguished University Professor will be conferred by the President upon a limited number of members of the faculty of the University of Maryland at College Park in recognition of distinguished achievement in teaching; research or creative activities; and service to the University, the profession, and the community. College Park faculty who, at the time of approval of this title, carry the title of Distinguished Professor, will be permitted to retain their present title or to change to the title of Distinguished University Professor. Designation as Distinguished University Professor shall include an annual allocation of funds to support his or her professional activities, to be expended in accordance with applicable University policies.

**914.** 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 the 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.

**1015.** College Park Professor

This title may be used for nationally distinguished scholars, creative or performing artists, or researchers who would qualify for appointment at the University of Maryland at College Park at the level of professor but who normally hold full-time positions outside the University. Holders of this title may provide graduate student 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 dean. Appointment as a College Park Professor does not carry tenure or expectation of salary.

**1116.** University of Maryland Professor

This title may be used for nationally distinguished scholars, creative or performing artists, or researchers who have qualified for full-time appointments at the University of Maryland, Baltimore at the level of professor, who are active in MPowering the State programs, and who also qualify for full-time appointment at the University of Maryland, College Park at the level of professor. Holders of this title may provide graduate student supervision, serve as principal investigators, and participate in departmental and shared governance. Initial appointments are for three years and are renewable annually upon recommendation to the Provost by the unit head and dean. This is a non-paid, non-tenure track title but initial appointments must follow the procedures for appointment as a new tenured Professor.

#### ~~12~~17. Other Titles

No new faculty titles or designations shall be created by the University of Maryland at College Park for appointees to faculty status without approval by the Campus Senate and the President.

## II. CRITERIA FOR APPOINTMENT AND PROMOTION

The criteria for appointment, tenure, and promotion shall reflect the educational mission of the University of Maryland at College Park: to provide an undergraduate education ranked among the best in the nation; to provide a nationally and internationally renowned program of graduate education and research, making significant contributions to the arts, the humanities, the professions, and the sciences; and to provide public service to the state and the nation embodying the best tradition of outstanding land-grant colleges and universities.

In the case of both appointments and promotions every effort shall be made to fill positions with persons of the highest qualifications. Search, appointment, and promotion procedures shall comply with institutional policies, including affirmative action guidelines, and be widely publicized and published in the Faculty Handbook.

It is the special responsibility of those in charge of recommending appointments to make a thorough search of available talent before recommending appointees. At a minimum, the search for full-time tenure-track or tenured faculty and academic administrators shall include the advertisement of available positions in the appropriate media.

Decisions on tenure-track appointments must also take account of the academic needs of the department, school, college, and institution at the time of appointment and the projected needs at the time of consideration for tenure. This is both an element of sound academic planning and an essential element of fairness to candidates for tenure-track positions. Academic units shall select for initial appointment those candidates who, at

the time of consideration for tenure, are most likely to merit tenure and also whose areas of expertise are most likely to be compatible with the unit's projected programmatic needs. The same concern shall be shown in the renewal of tenure-track appointments.

Each college, school, and department shall develop brief, general, written Criteria for Tenure and/or Promotion. The criteria to be considered in appointments and promotions fall into three general categories: (1) performance in teaching, advising, and mentoring of students; (2) performance in research, scholarship, and creative activity; (3) performance of professional service to the university, the profession, or the community. The relative importance of these criteria may vary among different academic units, but each of the categories shall be considered in every decision. The criteria for appointment to a faculty rank or tenure shall be the same as for promotion to that rank (or for tenuring at the rank of associate professor), whether or not the individual is being considered for an administrative appointment. An academic unit's general Criteria for Tenure and/or Promotion must receive the approval of the next level administrator. Any exceptional or unusual arrangements relating to criteria for tenure and/or promotion shall be specified in writing at the time of appointment and shall be approved by the faculty and administrator of the first-level unit, by the dean of the school or college, and by the Provost.

Upon appointment, each new faculty member shall be given by his or her chair or dean a copy of the unit's Criteria for Tenure and/or Promotion and the chair or dean shall discuss the Criteria with the faculty member. Each faculty member shall be notified promptly in writing by his or her chair or dean of any changes in the unit's Criteria for Tenure and/or Promotion.

Decisions on promotion of tenured faculty members shall be based on the academic merit of the candidate as evaluated using the relevant Criteria. Decisions on the renewal of untenured appointments and on promotion decisions involving the granting of tenure shall be based on the academic merit of the candidate as evaluated using the relevant Criteria and on the academic needs of the department, school, college, and institution. Considerations relating to the present or future programmatic value of the candidate's particular field of expertise, or other larger institutional objectives, may be legitimately considered in the context of a tenure decision. In no case, however, may programmatic considerations affecting a particular candidate be changed following the first renewal of the faculty contract of that candidate. It is essential that academic units develop long-range projections of programmatic needs in order that decisions on tenure and tenure-track appointments and promotions to tenure ranks be made on a rational basis.

A. Teaching and Advisement

Superior teaching and academic advisement at all instructional levels (or reasonable promise thereof in the case of initial appointments) are essential criteria in appointment and promotion. Every effort shall be made to recognize and emphasize excellence in teaching and advisement. The general test to be

applied is that the faculty member be engaged regularly and effectively in teaching and advisement activities of high quality and significance.

The responsibility for the evaluation of teaching performance rests on the academic unit of the faculty member. Each academic unit shall develop and disseminate the criteria to be used in the evaluation of the teaching performance of its members. The evaluation should normally include opinions of students and colleagues.

B. Research, Scholarship, and Artistic Creativity

Research, scholarship and artistic creativity are among the primary functions of the university. A faculty member's contributions will vary from one academic or professional field to another, but the general test to be applied is that the faculty member be engaged continually and effectively in creative activities of distinction. Each academic unit shall develop and disseminate the criteria for evaluating scholarly and creative activity in that unit.

Research or other activity of a classified or proprietary nature shall not be considered in weighing an individual's case for appointment or promotion.

C. Service

In addition to a demonstrated excellence in teaching and in research, scholarship and artistic creativity, a candidate for promotion should have established a commitment to the University and the profession through participation in service activities. Such participation may take several different forms: service to the university; to the profession and higher education; and to the community, school systems, and governmental agencies. Service activity is expected of the faculty member, but service shall not substitute for teaching and advisement or for achievement in research, scholarship, or artistic creativity. Service activity shall not be expected or required of junior faculty to the point that it interferes with the development of their teaching and research.

III. APPOINTMENT OF FACULTY

A. Search Process

1. Recruitment of faculty shall be governed by written search procedures, which shall anticipate and describe the manner in which new professorial faculty members will be recruited, including arrangements for interinstitutional appointments, interdepartmental appointments, and appointments in new academic units.

2. Search procedures shall reflect the commitment of the University to equal opportunity and affirmative action. Campus procedures shall be widely disseminated and published in the Faculty Handbook.
3. Faculty review committees are an essential part of the review and recommendation process for new full-time faculty appointments. The procedures which lead to new faculty appointments should hold to standards at least as rigorous as those that pertain to promotions to the same rank.

B. Offers of Appointment

1. An offer of appointment can be made only with the approval of the President or his or her designee. Full-time appointments to the rank of Associate Professor or Professor require the written approval of the President.
2. All faculty appointments are made to a designated rank effective on a specific date. A standard letter of appointment shall be developed for each rank and tenure status and shall be approved by the Office of the Attorney General for form and legal sufficiency. The University shall publish in a designated section of the Faculty Handbook all duly approved System and University policies and procedures which set forth faculty rights and responsibilities. Subject to the provisions of paragraphs I.C.15 and I.C.17 of the System Policy on Appointment, Rank, and Tenure of Faculty and paragraph III.C of this document, the terms described in the letter of appointment, together with the policies reproduced in the designated portions of the Faculty Handbook, shall constitute a contractually binding agreement between the University and the appointee.

C. Provisions Related to Appointments, Promotion, and Tenure

The following provisions are adapted from the System Policy on Appointments, Rank, and Tenure to reflect the mission of the University of Maryland at College Park and are to be furnished to all new faculty at the 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 shall become effective as of the date of the modification.
2. Subject to any special conditions specified in the letter of appointment, full-time appointments to the rank of Assistant Professor shall be for an initial term of one to three years. The first year of the initial appointment

shall be a probationary year, and the appointment may be terminated at the end of that fiscal year if the appointee is so notified by March 1. In the event that the initial appointment is for two years, the appointment may be terminated if the appointee is so notified by December 15 of the second year. After the second year of the initial appointment, the appointee shall be given one full year's notice if it is the intention of the University not to renew the appointment. If the appointee does not receive timely notification of nonrenewal, the initial appointment shall be extended for one additional year. An initial appointment may be renewed for an additional one, two, or three years. Except as set forth in paragraph III.C.3 below, an appointment to any term beyond the initial appointment shall terminate at the conclusion of that additional term unless the appointee is notified in writing that it is to be renewed for another term allowable under University System policies or the appointee is granted tenure. Such appointments may be terminated at any time in accordance with paragraphs III.C.5-11.

3. An Assistant Professor whose appointment is extended to a full six years shall receive a formal review for tenure in the sixth year. (An assistant professor may receive a formal review for tenure and be granted tenure earlier (cf. IV.A.4.)). The appointee 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. Notwithstanding anything in paragraph III.C.2 to the contrary, a full-time appointee who has completed six consecutive years of service at the University as an Assistant Professor, 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. In the event that an Assistant Professor in his or her sixth year of service is not affirmatively awarded tenure by the President or otherwise notified of a tenure decision, then he or she shall be granted a one-year terminal appointment.
4. Full-time appointments or promotions to the rank of Associate Professor or Professor require the written approval of the President. Promotions to the rank of Associate Professor or Professor carry immediate tenure. New full-time appointments to the rank of Professor carry immediate tenure. New full-time appointments to the rank of Associate Professor may carry tenure. If immediate tenure is not offered, such appointments shall be for an initial period of up to four years and shall terminate at the end of that period unless the appointee is notified in writing that he or she has been granted tenure. An Associate Professor who is appointed without tenure shall receive a formal review for tenure. No later than one year prior to the expiration of the appointment, the formal review must be



completed, and written notice must be given that tenure has been granted or denied. Appointments carrying tenure may be terminated at any time as described under paragraphs III.C.5-11.

5. A term of service may be terminated by the appointee by resignation, but it is expressly agreed that no resignation shall become effective until the termination of the appointment period in which the resignation is offered except by mutual agreement between the appointee and the President or designee.
6.
  - a. The President 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 the charges be stated in writing, that the appointee be furnished a copy thereof, and that the appointee be given an opportunity prior to such termination to request a hearing by an impartial hearing officer appointed by the President or a duly appointed faculty board of review. With the consent of the President, the appointee may elect a hearing by the President rather than by a hearing officer or a faculty board of review. Upon receipt of notice of termination, the appointee shall have thirty (30) calendar days to request a hearing. The hearing shall be held no sooner than thirty (30) calendar days after receipt of such a request. The date of the hearing shall be set by mutual agreement of the appointee and the hearing officer or faculty board of review. If a hearing officer or a faculty board of review is appointed, the hearing officer or board shall make a recommendation to the President for action to be taken. The recommendation shall be based only on the evidence of record in the proceeding. Either party to the hearing may request an opportunity for oral argument before the President prior to action on the recommendation. If the President does not accept the recommendation of the hearing officer or board of review, the reasons shall be communicated promptly in writing to the appointee and the hearing officer or board. In the event that the President elects to terminate the appointment, the appointee may appeal to the Board of Regents, which shall render a final decision.
  - b. Under exceptional circumstances and following consultation with the chair of the faculty board of review or appropriate faculty committee, the President may direct that the appointee be relieved of some or all of his or her University 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.)

- c. The appointee may elect to be represented by counsel of his or her choice throughout the termination proceedings.
7. If an appointment is terminated in the manner prescribed in paragraph III.C.6, the President 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 shall 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 shall receive no notice or further compensation beyond the date of final action by the President or Board of Regents.
8. The University 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 must be made in accordance with written University policies. The President shall give a full-time appointee holding tenure notice of such termination at least one year before the date on which the appointment is terminated.
9. Notwithstanding any provisions to the contrary, the appointment of any untenured faculty member, fifty percent or more of whose compensation is derived from research contracts, service contracts, gifts or grants, shall be subject to termination upon expiration of the research funds, service contract income, gifts or grants from which the compensation is payable.
10. Appointments shall terminate upon the death of the appointee. Upon termination for this cause, the University shall pay to the estate of the appointee all of the accumulated and unpaid earnings of the appointee plus compensation for accumulated unused annual leave.
11. 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 the established faculty grievance procedure.

12. Unless the appointee agrees otherwise, any changes that are hereafter made in paragraphs III.C.1-12 will be applied only to subsequent appointments.
13. 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.
14. The appointee shall be subject to all applicable policies and procedures duly adopted or amended from time to time by the University or the University System, 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.

D. Provisions Relating to Formal Promotion and Tenure Reviews

1. Reviews for promotion and tenure shall be conducted according to the duly adopted written policies and procedures of the University. These procedures shall be published in the Faculty Handbook.
2. Faculty review committees are a part of the review process at each level.
3. Each review by a faculty committee and each review by the administrator of an academic unit (chair or dean) shall be focused on the evaluation of the candidate using the Criteria for Tenure and/or Promotion of that unit. Each review shall be based on materials that must include the candidate's *c.v.*, the candidate's Personal Statement, the Summary Statement of Professional Achievements, the Candidate's Response to the Summary Statement of Professional Achievements (if one is written), the letters from external evaluators, and the other prescribed elements in the University Appointment, Promotion and Tenure Procedures Manual. At the second and third levels of review, these promotion materials include the promotion committee reports and the letters from academic unit administrators.
4. A faculty member eligible to vote on the promotion recommendation on a candidate of an academic unit may not participate in a review of that candidate or vote on that candidate at a higher level of review. Because they provide an independent evaluation, department chairs, academic deans, and the Provost are ineligible to vote at any level.
5. Candidates shall have the right to appeal negative promotion and tenure

decisions on grounds specified in the policies and procedures of paragraph V.B.

#### IV. PROMOTION, TENURE, AND EMERITUS REVIEW

The Provost shall develop detailed written procedures, implementing the University and the System policies on appointment, promotion, and tenure. This set of procedures shall be known as the University's Implementation of the University Appointment, Promotion and Tenure Policy and these procedures shall govern the University's decision-making. The procedures developed shall be subject to review and approval by the University Senate. The Provost shall also develop useful guidelines, suggestions, and advice for candidates for tenure and/or promotion and for academic units responsible for carrying out reviews of candidates. Each year the Provost shall publish the University Appointment, Promotion and Tenure Procedures Manual. This manual shall contain the entire text of the University's Appointment, Promotion and Tenure Policy, the University's implementation of this policy, and the guidelines, suggestions, and advice for candidates and for academic units. The University's Implementation should contain the University's required procedures clearly identified as such. All guidelines, suggestions, and advice in the Manual must be so labeled and distinguished from the required procedures.

Each college, school, and department shall develop detailed written procedures implementing the University and System policies on appointment, promotion, and tenure and the University's implementation of the University's Policy. The procedures of each academic unit shall be subject to review and approval by the policy-setting faculty body of the college or school for an academic unit in a departmentalized college or school, as established in its plan of organization, by the dean, and by the University Senate.

The University's required procedures and the required procedures of each academic unit to which a candidate belongs shall apply to promotion and tenure decisions for all full-time faculty and for academic administrators who hold faculty rank, or who would hold faculty rank if appointed.

The Provost has the responsibility for systematically monitoring the fair and timely compliance of all academic units with the approved procedures of this Appointment, Tenure and Promotion Policy and for the prompt remedying of any failure to fulfill a Provision of this Policy that occurs prior to the institution of a formal tenure and/or promotion review. A violation of procedural due process during a formal review for tenure and/or promotion is subject to the provisions of Section V, The Appeals Process.

At the time of appointment, each new faculty member shall be provided by the chair or dean of the first-level unit with a copy of the University's Appointment, Promotion and Tenure Procedures Manual and the procedures for the lower-level academic units to which he or she belongs and the chair or dean shall discuss the procedures with the

faculty member. Faculty members should stay up to date on these procedures and academic units should keep their faculty members informed of any changes.

Faculty review committees shall be an essential part of the review and recommendation process for all full-time faculty. Review committees and administrators at all levels shall impose the highest standards of quality, shall ensure that all candidates receive fair and impartial treatment, and shall be responsible for maintaining the integrity and the confidentiality of the review and recommendation process.

Candidates for tenure and/or promotion are responsible for providing their academic unit with an accurate *curriculum vitae* detailing their academic and professional achievements. Candidates holding faculty rank at the University shall also make a written Personal Statement advocating their case for tenure and/or promotion based on the facts in their *c.v.*, on the applicable Criteria for Tenure and/or Promotion, and on their perspective of those achievements in the context of their discipline. Both the *c.v.* and the Personal Statement shall be presented in the form required by the University Appointment, Promotion and Tenure Procedures Manual at the beginning of the academic year in which a formal review for tenure and/or promotion will occur. These two documents shall be included with each request for external evaluation and shall be included in the promotion dossier reviewed at each level within the University. Within the University review system, units and administrators may express their judgments on the contents and on the significance of elements in either of the candidate's documents. Units may only ask in neutral language for external evaluators to comment on elements of these documents as part of their review but not suggest conclusions.

The burden of evaluating the qualifications and suitability of the candidate for tenure and promotion is greatest at the first level of review. Great weight shall be given at the higher levels of review to the judgments and recommendations of lower-level review committees and to the principle of peer review.

The decision whether or not to award tenure or promotion shall be based primarily on the candidate's record of accomplishment in each of the three areas of teaching and advisement, research, and service, and the anticipated level of future achievements as indicated by accomplishments to date. Considerations relating to the present or future programmatic value of the candidate's particular field of expertise, or other larger institutional objectives, may legitimately be considered in the context of a tenure decision; but in no case shall the year of the tenure review be the first occasion on which these considerations are raised. The faculty and the unit chair or dean are responsible for advising untenured faculty on any and all programmatic considerations relative to the tenure decision, conveying such information to the candidate at the earliest opportunity during annual assessments of progress towards tenure.

When the President has completed his or her review of the tenure or promotion case and informed the candidate of the decision, the list of members of the unit, college, and

campus committees shall be made public.

A. First-level Review

1. Eligible Voters: At the first-level unit of review, the review committee shall consist of all members of the faculty of that unit who are eligible to vote. To be eligible to vote within the first-level unit, the faculty member must hold a tenured appointment in the university and must be at or above the rank to which the candidate seeks appointment or promotion. Tenured faculty voting on promotions cases at the first-level of review may only do so in a single academic department or non-departmentalized school, and may only vote in units in which they have a regular appointment and where this is permitted by the unit's plan of organization. In those cases where a faculty member has the opportunity to vote in more than one department or non-departmentalized school, the faculty member votes in that department/school in which the faculty member holds tenure.

In those cases where a faculty member has the opportunity to vote at more than one level of review, the faculty member votes at the first level of review at which the faculty member has the opportunity to vote. There are two exceptions: (a) chairs or deans are excluded from voting as faculty in their first level unit; (b) if there are fewer than three (3) eligible faculty members in the first-level unit, the dean at his/her discretion shall appoint one or more eligible faculty members from related units as voting members of the first-level review committee, to ensure that the review committee shall contain at least three (3) persons. Consequently, in promotion and tenure cases of faculty with joint appointments, faculty appointed by the dean to the first-level review committee of the primary unit, who are also members of a secondary unit providing input on a candidate, are permitted to vote on the candidate only in the primary unit where they have been appointed as member of the review committee by the Dean.

Although they do not have voting privileges, other faculty and the head of the first-level unit may be invited to participate in discussion about the candidate if the plan of organization and the bylaws of the unit permit.

Advisory Subcommittee: The first-level unit review committee may establish an advisory subcommittee to gather material and make recommendations, but the vote of the entire eligible faculty of the first-level unit shall be considered the faculty recommendation of the first-level unit.

Conduct of the Review: The first-level review committee shall appoint an

eligible member of the faculty from the first-level unit to serve as chair and spokesperson for the candidate's review committee. The chair of the review committee is responsible for writing the recommendation on the candidate and recording the transactions at the review meeting. Under no circumstances may the chair of the unit or dean serve as spokesperson for the first-level unit review committee or write its report.

As the first-level administrator, the chair or dean shall submit a recommendation separately; the recommendation of the chair or dean shall be considered together with all other relevant materials by any reviewing committee at a higher level. Requests for information from higher level review units shall be transmitted to both the chair of the first-level unit review committee and the first-level unit administrator.

Joint Appointments: Faculty members with joint appointments hold both a primary appointment (in their tenure home) and one or more secondary appointments (in the unit or units that are not their tenure home). When a joint appointment candidate is reviewed for appointment, promotion and/or tenure, the primary appointment unit is responsible for making the recommendation after first obtaining advisory input from the (one or more) secondary units, as appropriate. The advisory input from secondary unit(s) will be as follows:

- If the candidate holds a temporary appointment in the secondary unit, then the secondary unit's advice to the primary unit shall consist solely of a written recommendation by the chair or director of the secondary unit.
- If the candidate holds a permanent appointment in a secondary unit that is neither an academic department nor a non-departmentalized school, then the director's recommendation will be informed by advice from the faculty in the unit who are at or above the rank to which the candidate aspires. That advice shall be in a format consistent with the unit's plan of organization. If the plan of organization includes a vote, the vote may not include those eligible to vote elsewhere on the candidate.
- If the candidate holds a permanent appointment in a secondary unit that is either an academic department or a non-departmentalized school, then there shall be both a vote of the faculty in the unit who are at or above the rank to which the candidate aspires and a written recommendation by the head of that unit. The restriction on multiple faculty votes continues to apply in this instance.

The secondary unit's review of the candidate shall be provided to the first-level unit review committee and the first-level administrator. If

the chair/director of the secondary unit is also a member of the candidate's primary unit, the chair/director may participate in the deliberations of the primary unit, but may not vote on the candidate's promotion in that unit.

2. The committee shall solicit letters of evaluation from six or more widely recognized authorities in the field, chosen from a list that shall include individuals nominated by the candidate. At least three letters and at most one-half of the requested letters shall be from persons nominated by the candidate.
3. Each first-level unit shall provide for the mentoring of each assistant professor and of each untenured associate professor by one or more members of the senior faculty other than the chair or dean of the unit. Mentors should encourage, support, and assist these faculty members and be available for consultation on matters of professional development. Mentors also need to be frank and honest about the progress toward fulfilling the criteria for tenure and/or promotion. Following appropriate consultations with members of the unit's faculty, the chair or dean of the unit shall independently provide each assistant professor and each untenured associate professor annually with an informal assessment of his or her progress. Favorable informal assessments and positive comments by mentors are purely advisory to the faculty member and do not guarantee a favorable tenure and/or promotion decision.

The first-level academic unit shall perform a formal intermediate review of the progress towards meeting the criteria for tenure and promotion in the third year of an assistant professor's appointment. The first-level academic unit shall perform a formal intermediate review of the progress towards meeting the criteria for promotion to the rank of professor in the fifth year of a tenured associate professor's appointment and every five years thereafter. An associate professor may request an intermediate review earlier than the five years specified. The purposes of these intermediate reviews are to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, to inform the faculty members more senior to that faculty member who will eventually consider him or her for promotion of that assessment, and to advise the candidate and the first-level administrator of steps that should be taken to improve prospects for promotion. These intermediate reviews shall be structured in a similar fashion to reviews for tenure and/or promotion according to the unit's plan of governance but normally will not involve external evaluations of the faculty member. If it is deemed necessary to obtain informal external evaluations, the academic unit must adopt written procedures applying this requirement to all intermediate



reviews and these procedures must be approved by the academic administrator (dean or provost) at the next level of review.

Any change in the nature of the institution's or the unit's programmatic needs which may have a bearing on the candidate's prospects for tenure should be brought to the attention of the candidate at the earliest possible time. In addition, first-level units shall make the best possible effort to advise tenure-track faculty of the prevailing standards of quality and of the most effective ways to demonstrate that they meet the standards. The advice and assessments provided to untenured candidates should avoid simplistic quantitative guidelines and should not suggest or imply that tenure decisions will be based on the quantity of effort or scholarly activity, independently of its intellectual quality.

4. A tenure-track or tenured faculty member may request a formal review for tenure or promotion.
5. The tenure or promotion case shall go forward to the next level of review if fifty percent of the faculty vote cast is favorable (or such higher percentage as may be established by procedures or guidelines of the first-level unit) or if the recommendation of the administrator of the first-level unit is favorable. If both faculty and unit administrator recommendations are negative, the case shall be reviewed at the next level only by the dean (or, in the case of a non-departmentalized school or college, the Provost). The dean (or Provost) shall review the case to ensure that the candidate has received procedural and substantive due process, as defined in Section V.B.1.b. If the dean (or Provost) believes that the candidate has not received due process, he or she shall direct the unit to reconsider. The candidate may withdraw from his or her review at any time prior to the President's decision.
6. The first-level review committee shall prepare a concise Summary Statement of Professional Achievements on each candidate for tenure and/or promotion. The Summary Statement shall place the professional achievements of the candidate in scholarship, research, artistic performance, and/or Extension in the context of the broader discipline. It shall place the candidate's professional achievements in teaching and in service in the context of the responsibilities of the unit, the college or school, the University, and the greater community. The Summary Statement shall be factual and objective, not evaluative. The Summary Statement shall be reviewed by the candidate at least two weeks before the meeting at which the academic unit begins consideration of its recommendation on tenure and/or promotion. If the candidate and the committee cannot agree on the Summary Statement, the candidate has the

right and the responsibility to submit a Response to the Summary Statement of Professional Achievements for the consideration of the voting members of the review committee and the academic unit must note the existence of the Response in the unit's Summary Statement. The purpose of the Summary Statement is to set the candidate's work in the context of the field for each level of review within the University and it is not to be sent to external evaluators or others outside the University.

7. The chair of the first-level review committee shall prepare a written report stating the committee's vote and recommendation on whether or not to grant tenure or promotion, and explaining the basis for the faculty's recommendation insofar as that basis has been made known in the discussions taking place among the members of the committee. This letter will be provided to the chair or dean for his or her information and for forwarding to higher levels of review. Faculty participating in the unit's deliberation who wish to express a dissenting view are free to do so, and any such written statement shall be included in the materials sent forward to the next level of review.
8. The recommendation of the first-level administrator shall likewise be in writing. The administrator's recommendation shall be transmitted to the second-level review and shall be made available to all eligible members of the first-level faculty.
9. If a faculty member must be given a formal review for tenure in accordance with paragraph I.C.4 of the University of Maryland System Policy and paragraph III.C.3 of this policy, and the chair or dean of the first-level academic unit of which the appointee is a member fails to transmit, by the date specified in paragraph IV.F.2 of this policy, a tenure recommendation for the appointee, the Provost shall extend the deadline for the transmittal of such recommendations and instruct the first-level unit to forward recommendations and all supporting documents as expeditiously as possible.

B. Second-level Review

1. Second-level review of recommendations for promotion and tenure from departments shall be conducted within the appropriate college. The second-level review committees shall be established in conformity with the approved bylaws of the college. The dean may be a non-voting ex-officio member but not a voting member of the committee. Each second-level committee shall elect its own chair and an alternate chair; the latter shall serve as chair when a candidate from the chair's own unit is under discussion. A committee member who is entitled to vote in a lower-level

review of a candidate may be present for the discussion of that candidate but shall not participate in the discussion in any way and shall not vote on that candidate. The committee members must maintain absolute confidentiality in their consideration of cases. Outside of the committee meetings, members of the second-level review committee shall not discuss specific cases with anyone who is not a member of the second-level review committee. The membership of the committee shall be made public at the time of the committee's appointment. Every member of the campus community must respect the integrity of the appointment, tenure and promotion process and must refrain from attempting to discuss cases with committee members or to lobby them in any way.

2. Review of recommendations for promotion and tenure from non-departmentalized schools and colleges shall be conducted by the third-level review (see Section IV.C.1) committee.
3. Both the recommendation of the second-level committee and the recommendation of the second-level administrator shall go forward to be considered, together with all other relevant materials, at higher levels of review.
4. When significant questions arise regarding the recommendations from the first-level review or the contents of the dossier, the second-level review committee shall provide an opportunity for the chair of the first-level academic unit and the designated spokesperson of the first-level unit review committee to meet with the second-level committee to discuss their recommendations; the committee shall provide them with a written list of the committee's general concerns about the candidate's case prior to the meeting. The second-level review committee may also request additional information from the first level of review by following the procedures described in Section F1 below.
5. Whether its recommendation is favorable or unfavorable, the committee shall, as soon as possible and no later than thirty (30) days after the decision, transmit through the dean its decision, its vote, and a written justification to the Provost. The dean of the college shall also promptly transmit his or her recommendation with a written justification to the Provost.

C. Third-level Review

1. A third- or campus-level review committee shall be established in the following manner: The Provost shall appoint nine faculty members holding the rank of Professor, one from each of the eight large colleges

(Agriculture and Natural Resources; Arts and Humanities; Behavioral and Social Sciences; Business; Computer, Mathematical, and Natural Sciences; Education; Engineering; School of Public Health) and one from among the four small colleges (Architecture, Planning, and Preservation; Information Studies; Journalism; Public Policy). Since this committee shall make its recommendations on the basis of whether or not the University's high standards for tenure and/or promotion have been met, members of this committee shall have a track record of outstanding academic judgment along with sufficient intellectual breadth and depth to be capable of comparing and judging candidates from varied disciplinary, cross-disciplinary, and professional backgrounds. No small college shall be represented on the committee more frequently than once in every three terms. Candidates for the committee shall be solicited from the Deans of the Colleges and Schools, from the Senate Executive Committee, and from the faculty at large. No one serving in a full-time administrative position may serve as a voting member of the committee. The Provost shall be a non-voting ex-officio member. A committee member who is entitled to vote in a lower-level review of a candidate shall not be present for the discussion of that candidate and shall not vote on that candidate. Appointments to the third-level review committee from the eight large colleges shall be for three years while the appointment from one of the four small colleges shall be for two years, with the terms staggered so that approximately one-third of the committee is replaced each year. No one may serve two consecutive terms. The third-level review committee shall elect its own chair and alternate chair. The committee members must maintain absolute confidentiality in their consideration of cases. Outside of the committee meetings, members of the third-level review committee shall not discuss specific cases with anyone who is not a member of the third-level review committee. The membership of the committee shall be made public at the time of the committee's appointment. Every member of the campus community must respect the integrity of the appointment, tenure and promotion process and must refrain from attempting to discuss cases with committee members or to lobby them in any way.

2. When questions arise regarding the recommendations from either the first- or second-level reviews or the contents of the dossier, the third-level committee shall provide the opportunity for the first-level unit administrator, the spokesperson for the first-level faculty review committee, the dean of the college, and the chair of the second-level review committee to meet with the third-level committee to discuss their recommendations; the committee shall provide them with a written list of the committee's general concerns about the candidate's case prior to the meeting. The third-level review committee may also request additional information from the first and second levels of review by following the

procedures prescribed in Section F1 below.

3. The committee shall promptly transmit its recommendation and a written justification through the Provost to the President, along with all materials provided from the lower levels of review. The Provost and the President shall confer about the case, and the Provost shall transmit his or her recommendation and a written justification to the President. If the Provost's recommendation differs from that of the third-level committee or from that of the Dean, the Provost will meet with the committee and/or the dean to discuss the review. After the President has made a decision, a report on the decisions reached at the third level of review shall be provided to the second-level administrator and faculty committee chair, the first-level administrator and faculty chair, and to the candidate.
4. The Third-level Review Committee and the Provost shall conduct an end-of-the-year review of appointment, promotion, and tenure. The Committee shall write a public Annual report, the purpose of which includes improving the understanding of faculty members and of academic units about appointments, promotion, and tenure. The report should include any recommendations for improvements in policy, procedures, or the carrying out of reviews of candidates. The Provost shall write a public report annually giving statistical information on the appointment, promotion, and tenure cases considered during the academic year.

D. Notification to Candidates for Tenure and/or Promotion

Upon completion of the first-level review, the unit administrator at the first level shall within two weeks of the date of the decision: (1) inform the candidate whether the recommendations made by the faculty committee and the unit administrator were positive or negative (including specific information on the number of faculty who voted for tenure and/or promotion, the number who voted against, and the number of abstentions), and (2) prepare for the candidate a letter summarizing in general terms the nature of the considerations on which those decisions were based. At higher levels of review, summaries shall be provided to the candidate whenever either or both faculty and administrator recommendations are negative. The chair of the faculty committee shall review the summary letter prepared by the unit administrator in order to ensure that it accurately summarizes the considerations regarded as relevant by the faculty committee at that level. The chair of the faculty committee at each level shall be provided access to the unit administrator's letters to the candidate and to the next level of review in order to ensure that the summary accurately reflects the recommendation and rationale provided to higher levels of review. In addition, both letters shall be made available for review in the office of the chair (dean or Provost) by any member of the faculty committee at that level. In the event that

the chair of the faculty committee and the unit administrator are unable to agree on the appropriate language and contents of the summary letter, each shall write a summary letter to the candidate. A copy of all materials provided to the candidate shall be added to the tenure or promotion file as the case proceeds through higher levels of review.

E. Presidential Review

Full-time appointments or promotions to the ranks of Associate Professor or Professor require the written approval of the President, in whom resides final authority for promotion and granting of tenure to faculty. Final authority for any appointment or promotion to the rank of Associate Professor or Professor cannot be delegated by the President.

F. General Procedures Governing Promotion and Tenure

1. With the exception of the third-level review committee, in their reviews of tenure and promotion recommendations from lower levels, upper-level administrators or review committees may not seek or use additional information from outside sources concerning a candidate's merits unless: (1) the materials forwarded from lower levels indicate the presence of a significant dissenting vote or divided recommendations from a lower level; (2) representatives from the first-level unit participate in the selection of additional persons to be consulted; and (3) the assessments received from these external sources are shared with and considered by the first-level review committee and by the unit's chair or dean; and (4) the review committee and the unit's academic administrator have the opportunity to reconsider their recommendations in the light of the augmented promotion dossier. The third-level review committee may seek additional information on any candidate as it chooses, although it must follow (2), (3) and (4) as described above. In doing so, the committee should ask the Provost to obtain the additional information from the Dean, who would then consult with the Department Chair to obtain faculty input. The evidential basis for upper-level committees and administrators should be restricted to the materials as assembled and evaluated by the first-level unit, with the exception of information obtained in compliance with the procedures just described. Candidates for tenure or promotion, however, are permitted to bring to the attention of the university administration any changes in their circumstances which might have a significant bearing on the tenure or promotion question. In the event that candidates for tenure or promotion bring information of this sort to the attention of upper-level committees or administrators after the first-level review has been concluded, these committees or administrators may take these changes into account in reaching their decisions and may elect

to send the case back to the first-level for reconsideration.

2. The candidate's application and supporting materials, and the reports and recommendations of the first-level committee and administrator, shall be transmitted to the appropriate levels of secondary review no later than a date set annually by the Provost.
3. If an untenured faculty member requests leave without pay for a year or more, the dean of the college in which the faculty member will be considered for tenure shall recommend whether or not the faculty member's mandatory tenure review will be delayed. A positive recommendation from the dean to stop the tenure clock shall require evidence: (1) that the leave of absence will be in the interest of the University, and (2) that the faculty member's capacity to engage in continued professional activity will not be significantly impaired during the period of the leave. The dean's recommendation shall be included in the proposal for leave submitted to the Provost. Delay of the mandatory tenure review requires the written approval of the Provost.
4. A faculty member who would otherwise receive a formal review for tenure may waive the review by requesting in writing that he or she not be considered for tenure. A faculty member who has waived a tenure review shall receive whatever terminal appointments he or she would have received if tenure had been denied. A faculty member at any rank who has been denied tenure and who is ineligible for further consideration shall receive an additional and terminal one-year appointment in that rank.
5. All recommendations for the appointment of faculty below the rank of Associate Professor shall be transmitted for approval through the various levels of review to the President or designee. Final authority for any appointment that confers tenure or for any appointment or promotion to the rank of Associate Professor or Professor cannot be delegated by the President.
6. After a negative decision by the President, candidates for promotion or tenure shall be notified by certified mail. Determination of the time limits for the period during which an appeal may be made shall be based on the date of the candidate's receipt of the President's letter.

G. Procedures Governing the Granting of Emerita/Emeritus Status

1. Associate Professors, Professors, Distinguished University Professors, Research Associate Professors, Research Professors, Senior Agents, Principal Agents, Librarians III, and Librarians IV who have been

members of the faculty of the University of Maryland at College Park for ten or more years, and who give to their chair or dean proper written notice of their intention to retire, are eligible for nomination to emerita/emeritus status (see I.E.7 Emerita, Emeritus). Only in exceptional circumstances may Professors with fewer than ten years of service to the institution be recommended for emerita/emeritus status.

2. The decision whether or not to award emeritus standing shall be based primarily on the candidate's record of significant accomplishment in any of the three areas of (1) teaching and advisement, (2) research, scholarship, and creative activity, and (3) service.
3. If a faculty member gives notice of intention to retire before March 15, the first-level tenured faculty shall vote on emeritus standing within 45 days of the notice. If notice is given after March 15, the vote shall be taken no later than the 45th day of the following semester. The result of the vote shall be transmitted in writing to the candidate and to the administrator of the unit no later than ten days after the vote is taken. A faculty member who has not been informed of the decision concerning his or her emeritus standing within the time limits specified, shall be entitled to appeal the action as a negative decision in accordance with V.B.2.
4. The review committee of the first-level unit shall consist of all eligible members of the faculty. Eligible members of the faculty are all full-time tenured associate and full professors, as appropriate, excluding the chair or dean. The vote of the entire eligible faculty shall be considered the recommendation of the faculty. The chair or dean shall submit a recommendation separately; the recommendation of the chair or dean shall be considered together with all relevant materials by administrators at higher levels.
5. An emeritus case shall go forward to the next level of review if the department chair's recommendation is positive or the faculty vote is at least fifty percent favorable.
6. The chair of the first-level committee shall prepare a written report, stating the committee's vote and recommendation on whether or not to award emeritus standing and explaining the basis for the faculty's recommendation insofar as that basis has been made known in the discussions taken place among the members of the committee. This letter will be forwarded to the chair or dean for his or her information and for forwarding to higher levels of review. Faculty participating in the unit's deliberations who wish to express a dissenting view are free to do so, and any such written statement shall be included in the materials sent



forward to the next level of review.

7. The recommendation of the first-level administrator shall also be in writing. The administrator's recommendation shall be transmitted to the second-level of review and a copy shall be made available for review by any member of the faculty participating in the unit's review deliberations.
8. Second-level review of recommendations of emeritus standing shall be conducted by the appropriate dean. Second-level reviews of recommendations from non-departmentalized schools and colleges shall be conducted by the Provost. The second-level recommendation of the dean or the Provost, together with all other relevant materials, shall be transmitted to the President.
9. The President shall make the final decision on the award of emeritus standing.
10. Faculty members with ten or more years of service to the University who retired prior to the effective date of this policy and who have not been granted emeritus standing may apply to their departments for consideration as in Section IV.G.1.

#### H. Termination of Faculty Appointments for Cause

If a tenured or tenure-track faculty member whose appointment the campus administration seeks to terminate for cause requests a hearing by a hearing officer, the hearing officer shall be appointed by the President from a college or school other than that of the appointee, with the advice and consent of the faculty members of the Executive Committee of the Campus Senate. If the appointee requests a hearing by a faculty board of review, members of the board of review shall be appointed by the faculty members of the Executive Committee of the Campus Senate from among tenured Professors not involved in administrative duties.

### V. THE APPEALS PROCESS

#### A. Appeals Committees

1. The President shall appoint an appeals committee. This committee shall consist of nine faculty members holding the rank of Professor, one from each of the eight large colleges (Agriculture and Natural Resources; Arts and Humanities; Behavioral and Social Sciences; Business; Computer, Mathematical, and Natural Sciences; Education; Engineering; School of Public Health) and one from among the four small colleges (Architecture,

Planning, and Preservation; Information Studies; Journalism; Public Policy). No small college shall be represented on the committee more frequently than once in every three terms. Candidates for the committee shall be solicited from the Deans of the Colleges and Schools, from the Senate Executive Committee, and from the faculty at large. No one serving in a full-time administrative position and no one who has participated in the promotion and tenure review process of the appellant shall serve on the campus appeals committee. Appointment to the campus appeals committee shall be for one year, and no one may serve two consecutive terms. Appeals committees shall elect their own chairs. The committee members must maintain absolute confidentiality in their consideration of cases.

2. Special appeals committees at the college, school or campus level shall be appointed by the dean, Provost or President in a manner consistent with the policies, bylaws, or practice of the respective unit.

B. Guidelines and Procedures for Appeals

1. Negative Promotion and/or Tenure Decisions

- a. Mandatory and Non-Mandatory Reviews

When a candidate for promotion and/or tenure receives notification from the President, dean or chair that promotion or tenure was not awarded, the candidate may appeal the decision by requesting that the President submit the matter to the Campus Appeals Committee for consideration. The request shall be in writing and be made within sixty (60) days of notification of the negative decision. If the request is granted, all papers to be filed in support of the appeal must be submitted to the Appeals Committee not later than one hundred and twenty (120) days after notification unless otherwise extended by the President because of circumstances reasonably beyond control of the candidate. In writing these appeals letters, the appellant should be aware that these letters serve as the evidentiary basis for investigations of the validity of the appeal and that, should the President accept the request and refer the appeal to the Campus Appeals Committee, these letters shall be shared by the Campus Appeals Committee with the parties against whom allegations are made and any other persons deemed necessary by the Committee for a determination of the issues.

- b. Grounds for Appeal

The grounds for appeal of a negative promotion and tenure decision shall be limited to (1) violation of procedural due process, and/or (2) violation of substantive due process.

A decision may not be appealed on the ground that a different review committee, department chair, dean or Provost exercising sound academic judgment might, or would, have come to a different conclusion. An appeals committee will not substitute its academic judgment for the judgment of those in the review process.

Violation of procedural due process means that the decision was negatively influenced by a failure during the formal review for tenure and/or promotion by those in the review process to take a procedural step or to fulfill a procedural requirement established in relevant promotion and tenure review procedures of a department, school, college, campus or system. Procedural violations occurring prior to the review process are not a basis for an appeal and are dealt with under the provisions of paragraph 4 of the introduction to Section IV, Promotion, Tenure, and Emeritus Review.

Violation of substantive due process means that: (1) the decision was based upon an illegal or constitutionally impermissible consideration; e.g. upon the candidate's gender, race, age, nationality, handicap, sexual orientation, or on the candidate's exercise of protected first amendment freedoms (e.g., freedom of speech); or (2) the decision was arbitrary or capricious, i.e., it was based on erroneous information or misinterpretation of information, or the decision was clearly inconsistent with the supporting materials.

c. Standard of Proof

An appeal shall not be granted unless the alleged grounds for appeal are demonstrated by a preponderance of the evidence.

d. Responsibilities and Powers of the Appeals Committee

1. The appeals committee shall notify the relevant administrators and APT chairs in writing of the grounds for the appeal and meet with them to discuss the issues.

2. The appeals committee shall meet with the appellant to discuss and clarify the issues raised in the appeal.
3. The appeals committee has investigative powers. The appeals committee may interview persons in the review process whom it believes to have information relevant to the appeal. Additionally, the Appeals Committee shall examine all documents related to the appellant's promotion or tenure review and may have access to such other departmental and college materials as it deems relevant to the case. Whenever the committee believes that a meeting could lead to a better understanding of the issues in the appeal, it shall meet with the appropriate party (with the appellant or with the relevant academic administrator and APT chair).
4. The Appeals Committee shall prepare a written report for the President. The report shall be based upon the weight of evidence before it. It shall include findings with respect to the grounds alleged on appeal, and, where appropriate, recommendations for corrective action. Such remedy may include the return of the matter back to the stage of the review process at which the error was made and action to eliminate any harmful effects it may have had on the full and fair consideration of the case. No recommended remedy, however, may abrogate the principle of peer review.
5. The President shall attach great weight to the findings and recommendations of the committee. The decision of the President shall be final. The decision and the rationale shall be transmitted to the appellant, the department chair, dean, chair(s) of the relevant APT committee(s) and Provost in writing.

e. Implementation of the President's Decision

1. When the President supports the grounds for an appeal, the Provost has the responsibility for oversight of the implementation of the corrective actions the President requires to be taken. Within 30 days of receipt of the President's letter, the Provost shall request the administrator involved to formulate a plan and a timeline for implementing and monitoring the corrective actions.

Within 30 days after receipt of this letter, the administrator must supply a written reply. The Provost may require modification of the plan before approving it.

2. The Provost shall appoint a Provost's Representative to participate in all stages of the implementation of the corrective actions specified in the approved plan for the re-review, including participation in the meeting or meetings at which the academic unit discusses, reviews, or votes on its recommendation for tenure and/or promotion for the appellant. The Provost's Representative shall participate in these activities but does not have a vote. After the academic unit completes its review, the Provost's Representative shall prepare a report on all of the elements of corrective action specified in the approved plan and this report will be included with the complete dossier to be reviewed at higher levels within the University. The Provost's Representative shall be a senior member of the faculty with no previous or potential involvement at any level of review or appeal pertaining to the consideration of the appellant for tenure and/or promotion except for the participation as Provost's Representative as defined in this paragraph.
3. The Provost's request and the administrator's approved plan of implementation must be included in the dossier from the inception of the review. Re-reviews begin at the level of review at which the violation(s) of due process occurred and evaluate the person's record at the time the initial review occurred unless otherwise specified by the President. The administrator at the level at which the errors occurred, in addition to evaluating the candidate for promotion, must certify that each of the corrective actions has been taken and describe how the actions have been implemented. Re-reviews must proceed through all levels of evaluation including Presidential review. The Provost's review of the dossier will include an evaluation of compliance with the requirements imposed in the President's decision to grant the appeal. If the Provost discovers a serious failure by the unit to comply with the corrective actions required, the Provost shall formulate and implement a new plan for corrective action with respect to the appellant. In addition, the Provost shall inform (in writing) the administrator of the unit where the failure

arose and the Provost shall take appropriate disciplinary action.

f. Extension of Contract

In the event that the appellant's contract of employment will have terminated before reconsideration can be completed, the appellant may request the President to extend the contract for one additional year beyond the date of its normal termination, with the understanding that the extension does not in itself produce a claim to tenure through length of service.

2. Decision Not to Review

If a faculty member requests his or her first level academic unit to undertake a review for his or her promotion or early recommendation for tenure, and the academic unit decides not to undertake the review or fails to transmit a recommendation by the date announced for transmittals, as specified in IV.F.2, above, the faculty member may appeal to the dean (if in a department) or to the Provost (if in a non-departmentalized school or college) requesting the formation of a special appeals committee to consider the matter. The request shall be made in writing. It shall be made promptly, and in no case later than thirty (30) days following written notification of the decision of the first-level academic unit.

If the dean or Provost determines not to form a special appeals committee, the faculty member may appeal to the Provost (if the decision was the dean's) or to the President (if the decision was the Provost's) requesting formation of the special appeals committee. Request shall be made in writing. It shall be made promptly, and in no case no later than thirty (30) days following written notification of the decision of the dean or Provost.

The grounds for appeal and the burden of proof shall, in all instances, be the same as set forth in V.B.1.b and c, above. A committee shall not substitute its academic judgment for that of the first-level unit. The responsibility of a special appeals committee shall be to prepare findings and recommendations. The committee may, for example, recommend that the dean or Provost extend the deadline for transmitting a recommendation and instruct the first-level unit to forward supporting documents as expeditiously as possible. A decision by a dean or the Provost, upon receiving the findings and recommendations of a special appeals committee, shall be final. A decision by the President shall be final.

3. Decision Not to Renew

When, prior to the mandatory promotion and tenure decision, an untenured tenure-track faculty member receives notification that his or her appointment will not be renewed by the first-level unit, he or she may appeal the decision in the manner described in V.B.1.a above.

4. Emeritus Standing

An unsuccessful candidate for emeritus standing may appeal the decision in the manner described in V.B.1. above.

## APPENDIX 2 - PROPOSED FRAMEWORK FOR NTT FACULTY APPOINTMENTS (CHART)

Proposed Framework for NTT Faculty Titles			Is title in Policy II-1.00(A)?	Typical qualifications	Typical Contract Length
Title Series	Ranks	Level			
Artist in Residence (AR)	Assistant AR	1	yes - unchanged	Terminal deg.*	1 to 3 yrs.
	Associate AR	2	yes - unchanged	Terminal deg.*	1 to 5 yrs.
	AR	3	yes - modified	Terminal deg.*	5 yrs.
Research Scientist (RS)	Assistant RS	1	yes - unchanged	Ph.D	1 to 3 yrs.
	Associate RS	2	yes - unchanged	Ph.D	1 to 5 yrs.
	RS	3	yes - modified	Ph.D	5 yrs.
Research Engineer (RE)	Assistant RE	1	yes - unchanged	Ph.D	1 to 3 yrs.
	Associate RE	2	yes - unchanged	Ph.D	1 to 5 yrs.
	RE	3	yes - modified	Ph.D	5 yrs.
Research Scholar (RSc)	Assistant RSc	1	yes - unchanged	Ph.D	1 to 3 yrs.
	Associate RSc	2	yes - unchanged	Ph.D	1 to 5 yrs.
	RSc	3	yes - modified	Ph.D	5 yrs.
Research Professor (RP)	Assistant RP	1	yes - modified	Ph.D	1 to 3 yrs.
	Associate RP	2	yes - modified	Ph.D	1 to 5 yrs.
	RP	3	yes - unchanged	Ph.D	5 yrs.
Clinical Professor (CP)	Assistant CP	1	yes - modified	Terminal deg.	1 to 3 yrs.
	Associate CP	2	yes - modified	Terminal deg.	1 to 5 yrs.
	CP	3	yes - unchanged	Terminal deg.	5 yrs.
Lecturer( L)	Lecturer	1	yes - unchanged	Masters*	1 to 3 yrs.
	Senior L.	2	yes - unchanged	Masters*	1 to 5 yrs.
	Principal L	3	no - proposed	Masters*	5 yrs.
Faculty Specialist (FS)	FS	1	no - proposed	Bachelors	1 to 3 yrs.
	Senior FS	2	no - proposed	Masters*	1 to 5 yrs.
	Principal FS	3	no - proposed	Ph.D*	5 yrs.
Agent Associate (AA)	AA	1	yes - modified	Bachelors	1 to 3 yrs.
	Senior AA	2	no - proposed	Masters*	1 to 5 yrs.
	Principal AA	3	no - proposed	Ph.D*	5 yrs.

\*significant professional experience can substitute

### Entry-Level NTT Titles

Jr. Lecturer		1	no - proposed	Bachelors	up to 1 yr., renew up to 6 yrs.
Faculty Assistant		1	yes – modified - was FRA	Bachelors	1-3yrs., renew up to 3 yrs.
Post-Doctoral Associate		1	yes – modified - was Res. Assoc.	Ph. D.	1-3 yrs., renew up to 6 yrs.




**APPENDIX 3 - CHART ON PROPOSED TIMELINES FOR IMPLEMENTATION**

<b>Nature of Change</b>	<b>Start Date</b>	<b>Completion Date</b>	<b>Population Affected</b>
Name Change	Next new contract	Within 5 years	Artist in Residence, Research Scientist, Research Professor, Research Scholar, Research Engineer, Clinical Professor
Expanded Ladder	After construction of criteria/procedures	Within 2 years	Lecturer, Agent Associate
Transfer from time- limited position	After approval of the new policy	Within 6 years	Faculty Research Assistant Research Associate

**APPENDIX 4 - CHARGE FROM THE SENATE EXECUTIVE COMMITTEE ON PROVIDING  
A UNIFIED FRAMEWORK FOR NON-TENURE TRACK FACULTY APPOINTMENTS**



**University Senate  
CHARGE**

<b>Date:</b>	May 6, 2013
<b>To:</b>	Ellin Scholnick Chair, Faculty Affairs Committee
<b>From:</b>	Martha Nell Smith Chair, University Senate 
<b>Subject:</b>	Providing a Unified Framework for Non-Tenure Track Faculty Appointments
<b>Senate Document #:</b>	12-13-55
<b>Deadline:</b>	March 7, 2014

The Task Force on Non-Tenure Track (NTT) Faculty identified a number of concerns related to NTT faculty appointments that arise because of inconsistencies in the systems of NTT titles, uneven expectations about performance and evaluations, and a lack of opportunities for recognition and/or promotion for various sub-groups of NTT faculty.

The Senate Executive Committee (SEC) requests that the Faculty Affairs Committee (FAC) review the existing policies, titles, and appointment guidelines for Non-Tenure-Track Faculty at the University and make recommendations for establishing a unified structure for Non-Tenure Track Faculty Appointments. Any specific recommendations regarding titles, evaluation procedures, or promotion opportunities for different sub-groups of NTT faculty should be made within the guidelines established in the unified framework.

Specifically, we ask that you:

1. Review the Non-Tenure-Track Faculty Policies & Procedures Report (Senate Doc. No. 12-13-41).
2. Review the University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty (II-1.00(A)) as it pertains to NTT faculty.
3. Review the titles used for NTT faculty at our peer universities.
4. Develop a consistent system of titles that allows for appointing NTT faculty in their various roles.
5. Develop a consistent system of evaluation guidelines for the various groups of NTT faculty.
6. Develop a promotion ladder for the various groups of NTT Faculty.

7. Consult with a representative from the University's Office of Faculty Affairs on each of these initiatives.
8. Consult with the University's Office of Legal Affairs on each of these initiatives.

We ask that you submit a report to the Senate Office no later than March 7, 2014. If you have questions or need assistance, please contact Reka Montfort in the Senate Office, extension 5-5804.

Attachment

MNS/rm