



## University Senate TRANSMITTAL FORM

<b>Senate Document #:</b>	12-13-10
<b>Title:</b>	Revisions to the School of Public Policy Plan of Organization
<b>Presenter:</b>	Devin Ellis Chair, Elections, Representation, & Governance (ERG) Committee
<b>Date of SEC Review:</b>	May 6, 2013
<b>Date of Senate Review:</b>	September 18, 2013
<b>Voting (highlight one):</b>	<ol style="list-style-type: none"> <li>1. On resolutions or recommendations one by one, or</li> <li>2. In a single vote</li> <li>3. To endorse entire report</li> </ol>
<b>Statement of Issue:</b>	<p>The University of Maryland Plan of Organization mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in the University of Maryland Plan of Organization, Article 11. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, and Governance (ERG) Committee is the standing committee responsible for conducting these reviews. The Senate Faculty Affairs Committee is responsible for reviewing the Appointment, Promotion, and Tenure (APT) Committee section of the Plan as part of the Senate review process. Any Plan of Organization under review that is determined not to be in compliance with the University of Maryland Plan of Organization, Article 11 is returned to the College or School for revision.</p> <p>The School of Public Policy (PUAF) submitted its revised Plan of Organization to the University Senate for review in September 2012.</p>
<b>Relevant Policy # &amp; URL:</b>	Plan of Organization for the University of Maryland, <a href="http://www.senate.umd.edu/governingdocs/Plan_of_Organization.pdf">http://www.senate.umd.edu/governingdocs/Plan_of_Organization.pdf</a>
<b>Recommendation:</b>	The ERG Committee recommends the Senate approve the revised School of Public Policy Plan of Organization.
<b>Committee Work:</b>	The ERG Committee began its review of the PUAF Plan of Organization on October 2, 2012. It found a few structural issues, and broad concerns related to shared governance, the authority of the Dean, and student and staff representation on the college-wide assembly, and decided to relay its comments and concerns back to PUAF.

	<p>The ERG Committee reviewed a revised version of the Plan in January 2013. The committee found three remaining concerns with the Plan, and decided to communicate its concerns to the Dean. On February 21, 2013, the committee received responses to its concerns. The ERG Committee reviewed the revised Plan again and agreed that its concerns had been adequately addressed. The committee voted to approve the Plan, pending final approval of the APT section from the Faculty Affairs Committee.</p> <p>The Faculty Affairs Committee received the APT section of the Plan of Organization in January 2013. A subcommittee reviewed the section and presented its findings to the committee in February 2013. The Faculty Affairs Committee identified concerns related to the distinctions between the stages of review and technical details of the committee’s process and procedures. The committee voted to return the APT section to PUAF for revision.</p> <p>After working directly with the chair of the Faculty Affairs Committee on the committee’s concerns, PUAF submitted a revised APT section in April 15. The committee considered the revision, and relayed remaining concerns to PUAF. In response, PUAF submitted a newly-revised section on April 18. The Faculty Affairs Committee reviewed the revised section and agreed that its substantive concerns had been resolved. The committee voted to approve the APT section as revised.</p> <p>Following the approval by the ERG and Faculty Affairs Committees, the PUAF faculty voted to approve the revised Plan of Organization on April 24, 2013.</p>
<b>Alternatives:</b>	The Senate could choose not to approve the revised PUAF Plan of Organization. PUAF would then be bound by its existing Plan of Organization, and would remain out of compliance with the requirement that each College Plan of Organization be revised and approved by the University Senate every ten years.
<b>Risks:</b>	There are no associated risks.
<b>Financial Implications:</b>	There are no financial implications.
<b>Further Approvals Required:</b>	Senate approval, Presidential approval.

# **Senate Elections, Representation, & Governance (ERG) Committee**

## **Senate Document # 12-13-10**

### **Revisions to the School of Public Policy Plan of Organization**

**May 2013**

#### **BACKGROUND**

The University of Maryland Plan of Organization mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in the University of Maryland Plan of Organization, Article 11. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, and Governance (ERG) Committee is the standing committee responsible for conducting these reviews. The Senate Faculty Affairs Committee is responsible for reviewing the Appointment, Promotion, and Tenure (APT) Committee section of the Plan as part of the Senate review process. Any Plan of Organization under review that is determined not to be in compliance with the University of Maryland Plan of Organization, Article 11 is returned to the College or School for revision.

The current Plan of Organization for the School of Public Policy (PUAF) was approved by the Senate in 1997. The School submitted its revised Plan of Organization to the University Senate for review in September 2012.

#### **COMMITTEE WORK**

The ERG Committee began its review of the revised PUAF Plan of Organization at its meeting on October 2, 2012. The committee first discussed the context of the School of Public Policy. The committee found that PUAF sponsors professional degree programs and does not have undergraduate students. It is a non-departmentalized college, which is much smaller with no internal departments, although it does have many centers and academic tracks within it.

In its initial review, the committee identified various concerns as it compared the Plan to the “Best Practices in Shared Governance Checklist.” The committee raised concerns regarding the authority of the dean, especially in relation to shared governance bodies. As an example, the Plan gave authority to appoint bodies and their memberships to the dean, which was of concern to the committee, and did not contain a statement regarding the importance of shared governance. The committee also discussed concerns related to the inclusion of students and staff on the college-wide assembly, and expressed a desire for more information about how students and staff are elected and represented in the assembly.

The committee also identified technical and structural issues with the Plan, many of which had to do with its organization and places where it referred to elements that have not yet been described. In December 2012, the ERG Committee voted to return the Plan to PUAF with comments and the checklist to request revisions to the Plan.

In December 2012 and January 2013, the Chair of the ERG Committee and the Dean of the School of Public Policy discussed the committee’s comments to facilitate a better understanding of the context of School and the best practices encouraged by the ERG Committee. In January 2013, PUAF returned a revised version of the Plan to the ERG Committee. The committee discussed the revised Plan at its

meeting on January 31, 2013. The committee noted three remaining concerns with the Plan, related to the review committee for the ten-year Plan review, student representation on committees, and a technical concern over language used to classify staff categories. The committee decided to communicate its concerns to the Dean and revisit the Plan at its next meeting.

On February 21, 2013, the committee reviewed the responses to its concerns. After discussion, the committee agreed it was satisfied with the information received. The ERG Committee voted to approve the newly-revised Plan of Organization for the School of Public Policy, contingent upon approval of the APT section by the Senate Faculty Affairs Committee.

In parallel to the review by the ERG Committee, the Senate Faculty Affairs Committee reviewed the APT section of the Plan of Organization. It received the APT section in January 2013, and sent the section to a subcommittee for review. On February 28, 2013, the subcommittee presenting its findings to the full committee for discussion. The committee identified broad areas of concern. The first concern derived from the fact that PUAF is a non-departmentalized college, so the APT review combines the first level and college level reviews into one process. The Faculty Affairs Committee desired further clarification and detail of certain areas because of the blending of reviews. The committee also was concerned about technical details of the process related to how the committee would conduct its business, the generation of documents, the role of the dean, and additional points. The committee voted to return the section to PUAF for review and revision.

The chair of the Faculty Affairs Committee discussed the committee's comments with the Dean of the School to assist the revision process. The committee considered a revised section on April 15, 2013 and relayed remaining concerns to PUAF. In response, PUAF submitted a newly-revised APT section on April 18, 2013. The Faculty Affairs Committee agreed that its substantive concerns had been resolved, and voted to approve the APT section as revised.

Following the approval of the ERG and Faculty Affairs Committees, PUAF sent the revised Plan of Organization to its faculty for final approval. The faculty voted to approve the Plan of Organization on April 24, 2013.

## **RECOMMENDATION**

The ERG Committee recommends that the Senate approve the revised School of Public Policy Plan of Organization.

## **APPENDICES**

Appendix 1 – Revised 2013 School of Public Policy Plan of Organization

Appendix 2 – 1997 School of Public Policy Plan of Organization

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**SCHOOL OF PUBLIC POLICY  
UNIVERSITY OF MARYLAND**

**PLAN OF ORGANIZATION**

(Approved by the Faculty on April 24, 2013)

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19

20 **Article I: Name and Mission**  
21

22 The name of the unit shall be the “School of Public Policy” of the University of Maryland at  
23 College Park, hereinafter referred to as the “School.”  
24

25 The School exists to improve the design and implementation of public policies by:  
26

- 27 a. Attracting highly capable people to careers in public service within the public, non-profit,  
28 and private sectors;  
29
- 30 b. Providing current and future participants in the policymaking process with the knowledge  
31 and skills to analyze and implement public policies through use of multi-disciplinary  
32 tools, scholarly findings, and the insights of the best practitioners; and  
33
- 34 c. Conducting and disseminating broadly to policymakers, other policy analysts, and

1 interested citizens, useful analyses of current public policy issues and processes.

- 2  
3 d. Creating knowledge relevant to important policy problems, and ensuring that this  
4 knowledge has impact.  
5  
6

7 **Article II: Authorization and Purpose**  
8  
9

10 This plan of organization is formulated pursuant to Article II of the Plan of Organization for the  
11 University of Maryland at College Park as approved by the Senate on April 1, 1993. It is  
12 deemed to be in compliance with all applicable University and Campus policies and regulations.  
13 However, should there be discrepancies between these and the provisions of this plan, University  
14 and Campus statutes shall take precedence.  
15

16 The purpose of this plan is to establish a framework for shared governance of the School so as to  
17 provide for the orderly and effective discharge of the School's mission. The plan advances the  
18 School's mission within its strong and enduring commitment to shared governance, which  
19 ensures that all members of the School community join in shaping the School and its future.  
20  
21

22 **Article III: Academic Programs**  
23

24 **A. Composition**  
25

- 26 1. The School has the following degree programs:  
27 a. Master's of Public Policy (MPP)  
28 b. Master's of Public Management (MPM)  
29 c. Executive Master's of Public Management (EMPM)  
30 d. Master's of Professional Studies – Public Administration (MPPA)  
31 e. Dual MPP/MBA (with the Smith School of Business)  
32 f. Dual MPP/JD (with the University of Maryland School of Law)  
33 g. Dual MPP/CONS (with the College of Computer, Mathematical, and  
34 Natural Sciences)  
35 h. Master's of Engineering and Public Policy (MEPP)  
36 i. Ph.D. in Policy Studies  
37  
38 2. The following research and service sub-units are established within the School  
39 and are subject to the School's governance, within university procedures:  
40

- 1 a. Center for Integrative Environmental Research
- 2 b. Center for International and Security Studies at Maryland
- 3 c. Center for Philanthropy and Nonprofit Leadership
- 4 d. Center for International Policy Exchanges
- 5 e. Center for Public Policy & Private Enterprise
- 6 f. Institute for Philosophy and Public Policy
- 7

8 **B. Plan of Organization**

9  
10 Each sub-unit shall develop and adopt a Plan of Organization. Upon approval by Faculty,  
11 these plans shall become an integral part of the Plan of Organization of the School.  
12

13 **C. Administration**

14  
15 Each sub-unit shall be headed by a faculty member, who serves as director and who is  
16 appointed according to University and campus policies. Directors shall report to the  
17 Dean or the Dean’s representative.  
18  
19

20 **Article IV: Assembly**

21  
22 **A. Composition**

23  
24 The Assembly of the School, herein referred to as the “Assembly,” shall include faculty,  
25 staff, and students.  
26

27 **B. Membership**

28  
29 All members of the Faculty and of the Staff, both exempt and nonexempt, shall be  
30 members of the Assembly. The student body shall be represented by the elected  
31 representatives of the Policy Student Government Association (see Article VI(b)). A  
32 member of the Faculty or of the Staff shall be elected during the spring semester each  
33 year to chair the Assembly for the following academic year.  
34

35 **C. Duties and Responsibilities**

36  
37 The Assembly shall advise the Dean, Directors, and Faculty on matters pertaining to the  
38 School’s governance and mission, which can be brought before it by any member or



1 group of members of the Assembly.  
2

3 **D. Meetings**  
4

5 The Assembly shall meet at least twice a year, once during the fall and once during the  
6 spring semesters. Special meetings of the Assembly may be called at any time by any  
7 member, provided the call is endorsed in writing by two-thirds of the membership. A  
8 written agenda shall be distributed to the membership at least one week prior to any  
9 meeting. Any proposals that may require a vote shall be presented in writing and shall be  
10 submitted to the membership in advance, together with the agenda. Meetings of the  
11 Assembly shall be conducted in accordance with Robert's Rules of Order. A majority of  
12 the membership shall constitute a quorum. No vote shall be taken in the absence of a  
13 quorum.  
14

15 **E. Functions**  
16

17 The School Assembly supports the School's strategy of shared governance and provides  
18 the Faculty, Staff, and students with the opportunity to exercise their responsibilities to  
19 carry out the mission of the School; promote excellence; and achieve the highest  
20 standards of research, education, and impact.  
21

22 The functions of the School Assembly shall include:  
23

- 24 a. A regular opportunity for the Faculty, Staff, and students to collectively express their  
25 viewpoints and concerns.  
26  
27 b. A regular opportunity for promoting effective communication among all the Faculty,  
28 Staff, and students, within the School and around the University.  
29  
30 c. Promotion of collaborative activities that advance the mission of the School.  
31  
32 d. To encourage the effective pursuit of policies that advance the School.  
33  
34

35 **Article V: Faculty**  
36

37 **A. Membership**  
38

39 For the purposes of this plan, the term Faculty shall designate those persons who hold at  
40 least a 50 percent appointment in one of the University's faculty categories:

- 1 • Adjunct Assistant, Associate, and (full) Professors
- 2 • Assistant Professor, Associate Professor, and Professor
- 3 • College Park Professor
- 4 • Emeriti Faculty
- 5 • Lecturer and Senior Lecturer
- 6 • Research Faculty
- 7 • Professor of the Practice
- 8 • Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor

9 **B. Senate Representation**

10  
11 Upon being notified of a vacancy in Senate representation of the School, the Dean shall  
12 solicit nominations from the Faculty by means of a written memorandum. Faculty must  
13 submit nominations in writing to the Dean no later than fifteen days from the date of the  
14 Dean’s memorandum. Faculty shall be responsible to ascertain from any nominees, prior  
15 to submitting their names, whether they are willing to serve if elected. Elections shall  
16 take place during the next regularly scheduled faculty meeting. The representative shall  
17 be elected by a simple majority; in the event of a tie, a runoff election among the tied  
18 candidates shall be held, using the same procedure as the original vote.  
19  
20

21 **C. Affiliate members**

- 22
- 23 1. Members of the University of Maryland College Park faculty who do not otherwise
- 24 have an appointment in the School but are engaged with the School may be given
- 25 affiliate status with the School, during the term of their engagement, up to three years,
- 26 with a title appropriate to the nature of their association with the School.  
27
- 28 2. Individuals from outside the university who are connected with the work of the
- 29 School and with its research centers may be given an appointment for up to a year in
- 30 the School, of either nonresident fellow or nonresident senior fellow, depending on
- 31 their level of professional accomplishment.  
32
- 33 3. Proposals for affiliate, nonresident fellow, or nonresident senior fellow status should
- 34 be made in writing to the Dean. The proposal should include a description of the
- 35 nature of the association and a copy of the curriculum vitae of the individual.  
36
- 37 4. The Dean will submit proposals for affiliate status to the faculty for discussion and
- 38 approval.  
39

1 5. All appointments as affiliate, nonresident fellow, and nonresident senior fellow are  
2 renewable, for a period of up to the term of the original appointment.  
3  
4  
5

## 6 **Article VI: Students** 7

### 8 **A. Membership** 9

10 The Students of the School shall include all students who are enrolled in the School's  
11 academic programs.  
12

### 13 **B. Governance** 14

15 The Policy Student Government Association (PSGA) of the School shall consist of up to  
16 eight elected representatives and the president of any other student organizations of the  
17 School duly recognized by the PSGA and the Dean. The elected representatives shall  
18 consist of six representatives, elected by the Students of the School in April to one-year  
19 terms from among all students enrolled at that time, and two representatives elected in  
20 October to six-month terms from students who matriculated into their programs since the  
21 previous spring semester. All representatives, whether elected or ex officio, shall have  
22 full voting rights. The PSGA shall elect a president and vice president from among its  
23 representatives.  
24  
25

### 26 **C. Meetings** 27

28 The PSGA shall meet at least twice during the academic year, once in the fall semester  
29 and once in the spring semester.  
30

### 31 **D. Purpose** 32

33 The PSGA shall organize social activities and represent the interests of the Students to  
34 the Faculty, Staff, and Administration of the School. To accomplish this purpose, the  
35 PSGA shall foster community among the Students, organize activities and organizations  
36 of interest to the students, and represent the interests of Students with the Dean, the  
37 Faculty, and the Staff. In pursuit of this purpose, the PSGA or its officers shall:

38  
39 a. Organize periodic social gatherings and community service projects.  
40

1 b. Help establish and support other student organizations focused on specific needs and  
2 interests.

3  
4 c. Meet at least once a semester with the Dean to discuss topics of interest to Students.  
5

6 d. Organize at least once a semester an opportunity for all Students to ask questions and  
7 raise concerns with the Dean.  
8

9  
10  
11 **Article VII: Staff**  
12

13 **A. Membership**  
14

15 The Staff shall include all employees of the School other than those with primarily  
16 faculty or student appointments.  
17

18  
19  
20 **Article VIII: Administration**  
21

22 **A. The Dean**  
23

24 1. Appointment and Terms  
25

26 The Dean is the chief executive officer of the School. The Dean shall be  
27 appointed and reviewed in accordance with University and Campus policy.  
28

29 2. Duties and Responsibilities  
30

31 The Dean shall be responsible for:  
32

33 a. Exercising his/her authority consistently with the powers and  
34 responsibilities delegated to him/her by the Vice-President for Academic  
35 Affairs and Provost.  
36

37 b. Formulating and presenting policies to the Faculty for its consideration.  
38 This shall not be interpreted to abridge the right of any faculty member or  
39 of the Faculty as a whole to present any matter to the Faculty.  
40

- 1 c. Administering the educational policy and programs of the School.  
2  
3 d. In consultation with the Faculty Committee and the Directors, preparing  
4 and managing a budget for funds within the School, as well as preparing  
5 and implementing the School's Strategic Plan.  
6  
7 e. In consultation with individual faculty members, assigning teaching duties  
8 to those members. In so doing, the Dean shall provide for teaching  
9 assignments, as required by the program, consistent with the expertise and  
10 scholarly focus of each faculty member and with the Campus workload  
11 policy as approved by the Senate.  
12  
13 f. In consultation with the appropriate faculty members and Committees,  
14 recommending the appointment, reappointment, non-reappointment, or  
15 promotion of faculty and staff. The Dean shall be responsible for  
16 informing the School's APT Committee in a timely fashion of all  
17 upcoming candidacies for appointment, promotion, and tenure.  
18  
19 g. Serving as the conduit of communication for all official business of the  
20 School with the Campus administration, the Faculty, the Staff, students,  
21 alumni/ae, and the public. In particular, the Dean shall be responsible for  
22 informing the Faculty in writing of the yearly proposed and approved  
23 budgets of the School and of the detailed allocation of budgetary  
24 resources.  
25  
26 h. Consulting with the Faculty Committee (see Article IX) on all matters  
27 relevant to the Committee's duties and responsibilities and reporting to the  
28 Faculty Committee as to the action on any of its recommendations or the  
29 recommendations from other committees.  
30  
31 i. Representing the School to the Campus and University communities,  
32 professional and scholarly organizations, and the public at large.  
33  
34 j. Maintaining appropriate supervision of the use of buildings, equipment,  
35 and spaces assigned to the School.  
36  
37 k. At his or her discretion, appointing any standing or ad-hoc administrative  
38 committees as may be necessary. Such appointments shall be made in  
39 writing and shall specify the duties, chair, size, and composition of each.  
40  
41 l. Delegating to each Director any or all the above responsibilities regarding  
42 such matters that properly pertain to the direction, administration, and  
43 management of his/her respective Programs, provided such matters do not

1 fall within the purview of other School Programs.  
2

3 **B. Associate and Assistant Deans**  
4

5 1. Appointment and Terms  
6

7 The Associate and Assistant Deans shall be appointed by the Dean for fixed terms  
8 in accordance with applicable University and Campus Policy.  
9

10 2. Duties and Responsibilities  
11

12 One Associate Dean will be designated the School's Executive Dean and will  
13 report to the Dean and be responsible for all tasks delegated to him/her by the  
14 Dean. The other Associate and Assistant Deans will report to the Dean, and will  
15 be responsible for all tasks delegated by the Dean.  
16

17 **C. Program Directors**  
18

19 1. Appointment and Terms  
20

21 The Program Directors shall be appointed by the Dean to fixed terms in  
22 accordance with applicable University and Campus Policy.  
23

24 2. Duties and Responsibilities  
25

26 The Program Directors report to the Dean and shall be responsible for all tasks  
27 delegated to them by the Dean.  
28  
29  
30

31 **Article IX: Administrative Committees**  
32

33 Without prejudice to the Dean's authority in regard to the constitution of committees as specified  
34 in Article VIII.A.2.k, the following shall be standing administrative faculty committees of the  
35 School.  
36  
37

38 **A. Faculty Committee**  
39

40 1. Membership and Terms

1  
2 The Faculty Committee shall consist of all Assistant Professors, Associate  
3 Professors, Professors, Professors of the Practice, Clinical Professors of all ranks,  
4 and such other members of the Faculty, as defined in Article V.A., with academic  
5 year appointments of 50 percent or more, which the Dean, with the concurrence  
6 of the Faculty Committee, deems to be sufficiently knowledgeable about the  
7 School to warrant appointment to the Faculty Committee. The Dean or the  
8 Dean's representative shall serve as Chair.  
9

10  
11 2. Duties and Responsibilities  
12

13 The Faculty Committee shall be responsible for formulating and recommending  
14 educational policy. It shall recommend students for the award of degrees. It shall  
15 consider and deliberate questions of School governance, advise the Dean and/or  
16 Directors on any matters pertaining to the School mission, and determine any  
17 such matters as do not affect relations with units outside the School or properly  
18 come under the supervision of larger administrative units.  
19

20 In particular, the Faculty Committee shall be responsible for:

- 21
- 22 a. Consulting with the Dean at least once a semester during the academic  
23 year on matters of interest and concern to the School, including budget  
24 decisions and facility planning.  
25
  - 26 b. Serving as the conduit of information between the Dean and the Faculty.  
27
  - 28 c. Assisting the Dean in the preparation and implementation of the School's  
29 Strategic Plan.  
30
  - 31 d. Hearing Faculty or Staff grievances, which have not been otherwise  
32 resolved through the School's administrative processes, and making  
33 recommendations to the Dean and Directors for the fair resolution of such  
34 grievances. In such cases, there shall be a subcommittee of the Faculty  
35 Committee, appointed by the dean, and the subcommittee shall elect its  
36 own chair.  
37
  - 38 e. Serving as a Committee on Committees to nominate slates of candidates  
39 from which the Dean or administrators above the School level may  
40 appoint members for all School committees or representatives to  
41 participate in the search, nomination, and review of administrators and  
42 units at any Campus and University level.  
43

- 1 f. Electing members of the Faculty Merit and Salary Review Committee, to  
2 perform the functions described in Article IX.D.  
3  
4

5 **B. Programs, Curricula & Course Committee (PCC or Curriculum**  
6 **Committee)**  
7

8 1. Membership  
9

10 The PCC shall consist of at least five faculty members appointed by the Dean in  
11 consultation with the Faculty Committee. The Dean shall designate a Chair from  
12 among the Committee's membership.  
13

14 2. Duties and Responsibilities  
15

16 The PCC shall be responsible for:  
17

- 18 a. Advising the dean on the long-range educational goals and policies of the  
19 School.  
20  
21 b. Periodically reviewing the educational programs and curricula and  
22 recommending measures to the Dean, Directors, and Faculty to ensure the  
23 most effective use of resources and an appropriate level of coordination  
24 among the various programs and areas.  
25  
26 c. Recommending to the Dean, Directors, and Faculty any changes in  
27 courses and curricula as may be submitted by the Faculty, faculty  
28 committees, or the Policy Student Government Association.  
29  
30  
31

32 **C. Appointment, Promotion, and Tenure Committee (APT)**  
33

34 1. Membership  
35

36 a. The membership of the APT committee generally consists of all tenured  
37 and tenure-track faculty in the School  
38

39 b. When considering an individual for appointment to the rank of Associate



1 Professor or Professor, the APT committee shall consist of only those members of  
2 the larger APT committee who hold the rank under consideration, or higher.  
3

4 c. The Committee shall elect an APT chair, chosen from among the Committee's  
5 membership. The Chair's term will be for one year. The Chair shall hold the rank  
6 of Professor, and shall be responsible for preparing the APT committee report and  
7 the promotion dossiers for all candidates for appointment at the rank of Associate  
8 Professor or Professor.  
9

## 10 2. Duties and Responsibilities

11 The deliberations of the APT Committee shall be conducted in strict compliance with all  
12 applicable University and Campus policies. The deliberations shall be confidential. The  
13 Committee shall be responsible for:  
14

15  
16 a. Reviewing candidates' dossiers and making recommendations on the basis of  
17 those reviews. The Dean may appoint 3- member subcommittees, as well as a  
18 chair for the subcommittees, in concert with the APT chair, to review candidates'  
19 records and prepare the dossiers for consideration by the full committee. Such  
20 subcommittees may include Professors of the Practice within the School and  
21 faculty from units outside the School, when appropriate, to assess the  
22 performance of a candidate whose expertise is deemed under-represented on the  
23 School's faculty. These external members may be present when the School's full  
24 APT committee considers the case and may have voice but not vote.  
25

26 b. Making recommendations to the Dean in regard to all cases of appointment,  
27 promotion, non-promotion, and award of tenure. Recommendations will be made  
28 by vote of the School's APT committee. To conduct business and to take votes,  
29 the APT Committee must have a quorum of its members present. For the purposes  
30 of APT Committee discussion and action, a quorum is defined as one faculty  
31 more than half of all faculty members holding the rank and above for the rank  
32 under consideration, not including those faculty members on leave or on  
33 sabbatical. Thus only those candidates with positive votes at or exceeding the  
34 quorum will be recommended for appointment, promotion, and award of tenure.  
35 Only those APT Committee members present may cast a vote for candidates  
36 being considered for promotion from assistant professor to associate professor  
37 with tenure. For APT Committee votes on appointments of external candidates,  
38 electronic ballots may be used, which must be confidential.  
39

1           3. Meetings  
2

3           Written notice of APT committee meetings and copies of the candidate's dossier shall be  
4           distributed to the membership with at least one-week advance notice, unless the majority  
5           of the APT Committee agrees to waive such notice.  
6

7                   a. Meetings of the School's APT committee shall be chaired by the chair of the  
8                   School APT.  
9

10                   b. The Dean may attend the meetings of the APT committee, and will have a  
11                   voice but not a vote in these meetings.  
12

13           4. APT actions  
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15                   a. The vote of the APT committee is advisory to the Dean, who provides an  
16                   independent decision on behalf of the School when recommending candidates to  
17                   the Provost and President for appointment as associate and full professors and for  
18                   questions of tenure. The Dean has the final decision on appointment of  
19                   candidates.  
20

21                   b. Within two weeks of the vote of the APT committee and the Dean's decision,  
22                   the Dean shall (1) inform the candidate whether the recommendations made by  
23                   the faculty committee and the Dean were positive or negative (including specific  
24                   information on the number of faculty who voted for tenure and/or promotion, the  
25                   number who voted against, and the number of abstentions), and (2) prepare for the  
26                   candidate a letter summarizing in general terms the nature of the considerations  
27                   on which those decisions were based. Summaries shall be provided to the  
28                   candidate whenever either or both faculty and the Dean's recommendations are  
29                   negative. The chair of the faculty APT committee shall review the letter prepared  
30                   by the Dean to ensure that it accurately summarizes the considerations regarded as  
31                   relevant by the faculty APT committee. The chair of the faculty APT committee  
32                   shall be provided access to the Dean's letters to the candidate and to the campus  
33                   APT committee to ensure that the summary accurately reflects the  
34                   recommendation and rationale provided to higher levels of review. In addition,  
35                   both letters shall be made available for review in the office of the Dean by any  
36                   member of the faculty APT committee. In the event that the chair of the faculty  
37                   committee and the Dean are unable to agree on the appropriate language and  
38                   contents of the summary letter, each shall write a summary letter to the candidate.  
39                   A copy of all materials provided to the candidate shall be added to the tenure or  
40                   promotion file as the case proceeds through higher levels of review.  
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1 **D. Faculty Merit and Salary Review Committee**  
2

- 3 1. The Faculty Merit and Salary Review Committee (FMSRC) evaluates the  
4 performance of faculty in teaching, research, and service, and makes  
5 recommendations to the Dean on faculty members' performance.  
6
- 7 2. The FMSRC consists of three members elected by a majority of the Faculty  
8 Committee of the School of Public Policy, through a secret ballot, and serve terms of  
9 one year. The committee consists of one professor (including professor of the  
10 practice), one assistant professor, and one professor without regard to rank. If the  
11 Dean believes that any group has been systematically underrepresented, he or she  
12 may appoint a member of that group as an additional member of the FMSRC.  
13
- 14 3. The Dean may reserve a portion of the merit pool to address special salary problems  
15 within the School.  
16
- 17 4. The FMSRC review is conducted during the spring semester. The elements of the  
18 review are as follows:
- 19 a) The Faculty Committee elects FMSRC members by secret ballot during a  
20 faculty meeting before 15 March. Faculty who served on the FMSRC in  
21 the previous two years are not eligible to serve, except when there are  
22 fewer than three eligible faculty members. Tie votes are resolved by  
23 random draw among those who have not served in the last five years.
- 24 b) Faculty members complete activity reports by 15 March. The activity  
25 reports should include a description of the faculty member's contributions  
26 to scholarship, teaching, service to the School, public service, and a  
27 summary of the findings of the Post-Tenure Review Committee (see  
28 Article X). Faculty who do not complete an activity report will not be  
29 eligible for merit awards in that fiscal year. In general, the FMSRC should  
30 examine the performance of faculty members over the previous three  
31 years, including student teaching evaluations and comprehensive reviews  
32 conducted for appointment and promotion. For years when merit pay is  
33 not available, the achievements of the faculty members for that year (or  
34 years) will be taken into consideration during the next year in which merit  
35 pay is available.
- 36 c) In late March, the Dean or an individual delegated by the Dean shall  
37 provide the FMSRC with a list of eligible faculty and copies of their  
38 faculty activity reports. All faculty members who were hired prior to the  
39 current academic year are eligible for review.

- 1 d) FMSRC will elect one of its members to serve as chair. FMSRC examines  
2 the activity reports, on the basis of each faculty member's contributions to  
3 scholarship, teaching, service to the School, and public service. The  
4 assessment will examine the degree to which these contributions fit with  
5 the School's standards for promotion and tenure. (Please see the separate  
6 School policy outlining the promotion and tenure standards.) The Dean  
7 will separately assess the performance of the members of the FMSRC. The  
8 FMSRC prepares a written evaluation of each faculty member. The chair  
9 will certify that the FMSRC has followed the merit pay distribution plan;  
10 if the FMSRC deviates from the plan, the chair will indicate the areas in  
11 which the deviations occur and provide a written rationale in its report.  
12 These evaluations are submitted to the Dean by 15 April.
- 13 e) The FMSRC's role is advisory to the Dean. The Dean makes the final  
14 decisions on merit salary awards, based on the FMSRC's evaluations, and  
15 reports these decisions to the FMSRC. The FMSRC produces a written  
16 report expressing its views on whether the Dean has followed the School's  
17 merit and salary review policy.
- 18 f) The Dean notifies individual faculty members of their salary for the next  
19 fiscal year, the FMSRC's evaluation of the faculty member, the faculty  
20 member's right to request a meeting with the Dean to discuss the salary,  
21 and the right to appeal the salary decision.
- 22 g) Any faculty member who is dissatisfied with the merit salary increase  
23 should file a written appeal with the Dean. The Dean will consider the  
24 issues raised in the appeal, meet with the faculty member to discuss the  
25 issues, and inform the faculty member of the decision on the salary  
26 increase. If a faculty member remains dissatisfied, the faculty member  
27 may initiate a grievance according to the *University of Maryland Policies*  
28 *and Procedures Governing Faculty Grievances*.
- 29 5. The Dean will annually review the composition of the FMSRC over the past five  
30 years to assure that the FMSRC achieves a reasonable representation of faculty  
31 diversity. If the FMSRC has not proven sufficiently diverse, the Dean will take that  
32 fact into account in appointing the next year's FMSRC.
- 33 6. The Dean will annually review the salary structure of the School. If the review  
34 reveals salary inequities or salary compression, the Dean will either adjust salaries to  
35 rectify the issue, or consult with the Provost on steps to address the issue.

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## Article X: Post-Tenure Review

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3 1. In accordance with the policy of the University System of Maryland (19.0 II-1.19)  
4 and the policy of the University of Maryland College Park (II-1.20(A)), the  
5 School of Public Policy will conduct a regular, comprehensive review of tenured  
6 faculty. These reviews shall:  
7
  - 8 a. Occur on a regular basis, not less than once every five years.
  - 9  
10 b. Be a formative process for future faculty development, enhancing the  
11 learning environment of students, and improve the School's programs.
  - 12  
13 c. Take place in a process of collegial assessment.
- 14  
15 2. Reviews conducted as part of assessment for appointment and promotion will be  
16 considered a comprehensive review, for the purposes of this policy.  
17
- 18 3. Reviews will be scheduled, starting with the faculty who have served the longest  
19 in rank since the previous comprehensive review. The School shall endeavor to  
20 allocate the comprehensive reviews of tenured faculty so that approximately the  
21 same number of tenured faculty are reviewed each year. Faculty members shall be  
22 informed by the Dean, by July 1, of the schedule of the faculty members who will  
23 undergo post-tenure comprehensive reviews in each year.  
24
- 25 4. By September 1 of the academic year in which a faculty member is scheduled to  
26 undergo a post-tenure comprehensive review, the faculty member will:  
27
  - 28 a. Prepare a brief summary of the faculty member's contributions in  
29 teaching, research, and public service since the last review.
  - 30  
31 b. Submit copies of assessments of the impact of the faculty member's  
32 work, including citation counts and other measures of scholarly  
33 accomplishment.
- 34  
35 5. Each year, the Dean shall appoint a Post-Tenure Review Committee of three full  
36 professors. None of the members of the committee shall be faculty members  
37 scheduled for review in the current year. For each faculty member undergoing a  
38 comprehensive review, the Committee shall:  
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  - 40 a. Assess the faculty member's teaching performance.

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- b. Assess the research, including the quality and impact of the scholarship.
  - c. Assess the public service, including contributions to the broader field of public policy and the impact of the service.
  - d. Assess the contributions to the School and University communities.
  - e. Rely on such additional information, such as citation indexes and other externally available data, as might prove useful in assessing the faculty member.
  - f. Write an appraisal that summarizes the faculty member’s contributions and impact. This appraisal shall normally be completed before the end of the fall term.
  - g. Share the draft appraisal with the faculty member, who shall have 14 days (or a mutually agreeable alternative date) to respond to the Review Committee’s comments.
  - h. Submit the final appraisal to the Dean.
6. The Dean shall communicate the review to the faculty member, along with an overall assessment of “meeting expectations” or “not meeting expectations.”
- a. The Dean will discuss with the faculty member all aspects of the report.
  - b. For faculty members “not meeting expectations,” the Dean shall counsel faculty members on matters identified by the Review Committee as deficient, and the Dean shall work with the faculty member to create a faculty development plan. The plan shall include a procedure for evaluation of progress on an annual basis, and it shall be signed by the Dean and the faculty member.
  - c. The comprehensive review shall be considered in decisions by the School on promotion, merit pay, and other rewards.

1 7. The annual reviews conducted by the School as part of the annual salary and  
2 workload assessment (See Article IX Section D) shall be used as part of the  
3 comprehensive review. Two consecutive annual reviews that indicate a faculty  
4 member is materially deficient shall occasion a comprehensive review in the next  
5 academic year. That comprehensive review shall be in addition to reviews otherwise  
6 required by this policy.

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## Article XI: General

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### 10 A. Quorum

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12 Unless otherwise specified, to conduct business, a majority of members of each  
13 committee must be present.

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### 15 B. Rules

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17 Unless otherwise specified, *Roberts Rules of Order* will set the procedures for the  
18 conduct of business during the meetings of the School's committees.

### 19 C. Review

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21 The School's Plan of Organization shall be reviewed at least every ten years by a  
22 committee elected by the School Assembly. This committee shall be comprised of  
23 representatives of the Faculty, Staff, and students.

24

25

**APPENDIX 2 - 1997 SCHOOL OF PUBLIC  
POLICY PLAN OF ORGANIZATION**

SCHOOL OF PUBLIC POLICY  
UNIVERSITY OF MARYLAND AT COLLEGE PARK

PLAN OF ORGANIZATION  
(Approved by the Faculty December 10, 1997)

ARTICLE I  
NAME AND MISSION

The name of the unit shall be the “School of Public Policy” of the University of Maryland at College Park, hereinafter referred to as the “School.”

The School exists to improve the design and implementation of public policies by:

- \* Attracting highly capable people to careers in public service within the public, non-profit, and private sectors;
- \* Providing current and future participants in the policymaking process with the knowledge and skills to analyze and implement public policies through use of multi-disciplinary tools, scholarly findings, and the insights of the best practitioners; and
- \* Conducting and disseminating broadly to policymakers, other policy analysts, and interested citizens, useful analyses of current public policy issues and processes.

ARTICLE II  
AUTHORIZATION AND PURPOSE

This plan of organization is formulated pursuant to Article II of the Plan of Organization for the University of Maryland at College Park as approved by the Senate on April 1, 1993. It is deemed to be in compliance with all applicable University and Campus policies and regulations. However, should there be discrepancies between these and the provisions of this plan, University and Campus statutes shall take precedence.

The purpose of this plan is to establish a framework for governance of the School so as to provide for the orderly and effective discharge of the School’s mission.



ARTICLE III  
ACADEMIC PROGRAMS

A. Composition

1. The School has the following degree programs:
  - a. Master's of Public Policy (MPP)
  - b. Master's of Public Management (MPM)
  - c. Joint MPP/MBA (with the Smith School of Business)
  - d. Joint MPP/JD (with the University of Maryland School of Law)
  - e. Master's of Engineering and Public Policy (MEPP)
  - f. Ph.D. in Policy Studies
  
2. The following research and service sub-units are established with School-wide responsibilities and purview:
  - a. Center for Integrative Environmental Research
  - b. Center for International and Security Studies at Maryland
  - c. Center for Public Policy & Private Enterprise
  - d. Institute for Philosophy and Public Policy

B. Plan of Organization

Each sub-unit shall develop and adopt a Plan of Organization. Upon approval by Faculty, these plans shall become an integral part of the Plan of Organization of the School.

C. Administration

Each sub-unit shall be headed by a Director appointed according to University and campus policies. Directors shall report to the Dean or the Dean's representative.

ARTICLE IV  
ASSEMBLY

A. Composition

The Assembly of the School, herein referred to as the "Assembly," shall include faculty, staff, and students.

B. Membership

All members of the Faculty shall be members. The staff shall be represented by one individual who shall serve for a renewable period of three years, and be elected by written, secret ballot from nomination slates composed of all staff. The student body shall be represented by a student appointed by the Policy Student Government Association for renewable periods of one year.

C. Duties and Responsibilities

The Assembly shall advise the Dean, Directors, and Faculty on matters pertaining to the School's governance and mission and brought before it by any member or group of members.

D. Meetings

The Dean shall call a regular meeting of the Assembly at least once a year during the Fall semester, and shall chair such meetings. In the Dean's absence, the Executive Dean shall chair the meetings. In the absence of both, the Faculty shall elect a pro-tempore chair. Special meetings of the assembly may be called at any time by any member, provided the call is endorsed in writing by two-thirds of the membership. A written agenda shall be distributed to the membership at least two weeks prior to any meeting. Any proposals that may require a vote shall be presented in writing and shall be submitted to the faculty together with the agenda. Meetings of the Assembly shall be conducted in accordance with Robert's rules of order. A majority of the membership shall constitute a quorum. No vote shall be taken in the absence of a quorum.

ARTICLE V  
THE FACULTY

A. Membership

For the purposes of this plan, the term Faculty shall designate those persons who hold academic appointments in the School of 50 percent time or more who are not candidates for a degree. If not otherwise members of the Faculty, directors of programs in the School shall be ex-officio, non-voting members of the Faculty.

B. Duties and Responsibilities

The Faculty shall be responsible for formulating and recommending educational policy, and for the teaching, research, creative work, and service activities of the School. It shall recommend students for the award of degrees. It shall consider and deliberate questions of School governance, advise the Dean and/or Directors on any matters pertaining to the School mission, and determine any such matters as do not affect relations with units outside the School or properly come under the supervision of larger administrative units.

C. Senate Representation

Upon being notified of a vacancy in Senate representation of the School, the Dean shall solicit nominations from the Faculty by means of a written memorandum. Faculty must submit nominations in writing to the Dean no later than fifteen days from the date of the Dean's memorandum. Faculty shall be responsible to ascertain from any nominees, prior to submitting their names, whether they are willing to serve if elected. Elections shall take place during the next regularly scheduled faculty meeting. The representative shall be elected by a simple majority; in the event of a tie, a runoff election among the tied candidates shall be held, using the same procedure as the original vote.

ARTICLE VI  
THE STUDENTS

A. Membership

The Students of the School shall include all students who are enrolled in the School's academic programs and are candidates for a degree.

B. Governance

Governance of the student body is vested in the Policy Student Government Association (PSGA), which shall comprise all students (as defined above). The PSGA shall hold meetings at least once a year. The PSGA shall elect a committee to develop its own Plan of Organization, which shall be adopted by a majority vote of the PSGA and shall include procedures for senate representation. Upon approval, the PSGA Plan of Organization shall become an integral part of the Plan of Organization of the School.

ARTICLE VII  
THE STAFF

A. Membership

The Staff shall include all administrative personnel holding professional and support positions within the School who do not hold teaching or research appointments and are not students.

ARTICLE VIII  
ADMINISTRATION

A. The Dean

1. Appointment and Terms

The Dean is the chief executive officer of the School. The Dean shall be appointed and reviewed in accordance with University and Campus policy.

2. Duties and Responsibilities

The Dean shall be responsible for:

- a. Exercising his/her authority consistently with the powers and responsibilities delegated to him/her by the Vice-President for Academic Affairs and Provost.
- b. Formulating and presenting policies to the Faculty for its consideration. This shall not be interpreted to abridge the right of any faculty member or of the Faculty as a whole to present any matter to the Faculty.
- c. Administering the educational policy and programs of the School.
- d. In consultation with the Faculty Committee and the Directors, preparing and managing the School's budget and preparing and implementing the School's Strategic Plan.
- e. In consultation with individual faculty members, assigning teaching duties to those members. In so doing, the Dean shall provide for teaching assignments, as required by the program, consistent with the expertise and scholarly focus of each faculty member and with the Campus workload policy as approved by the Senate.

- f. In consultation with the appropriate faculty members and Committees, recommending the appointment, reappointment, non-reappointment, or promotion of faculty and staff. The Dean shall be responsible for informing the APT Committee in a timely fashion of all upcoming candidacies for appointment, promotion, and tenure award.
- g. Serving as the conduit of communication for all official business of the School with the Campus administration, the Faculty, the Staff, students, alumni/ae, and the public. In particular, the Dean shall be responsible for informing the Faculty in writing of the yearly proposed and approved budgets of the School and of the detailed allocation of budgetary resources.
- h. Consulting with the Faculty Committee on all matters relevant to the Committee's duties and responsibilities and reporting to the Faculty Committee as to the action on any of its recommendations or the recommendations from other committees.
- i. Representing the School to the Campus and University communities, professional and scholarly organizations, and the public at large.
- j. Maintaining appropriate supervision of the use of buildings, equipment, and spaces assigned to the School.
- k. At his or her discretion, appointing any standing or ad-hoc committees as may be necessary. Such appointments shall be made in writing and shall specify the duties, chair, size, and composition of each.
- l. Delegating to each Director any or all the above responsibilities regarding such matters that properly pertain to the direction, administration, and management of his/her respective Programs, provided such matters do not fall within the purview of other School Programs.

B. Associate and Assistant Deans

1. Appointment and Terms

The Associate and Assistant Deans shall be appointed in accordance with applicable University and Campus Policy.

2. Duties and Responsibilities

One Associate Dean will be designated the School's Executive Dean and will report to the Dean and be responsible for all tasks delegated to him/her by the Dean. The delegation of such tasks shall be made in writing and in consultation with the Faculty Committee. The other Associate and Assistant Deans will report to the Dean through the Executive Dean.

C. Program Directors

1. Appointment and Terms

The Program Directors shall be appointed in accordance with applicable University and Campus Policy.

2. Duties and Responsibilities

The Program Directors report to the Dean and shall be responsible for all tasks delegated to them by the Dean, in consultation with the Faculty Committee.

ARTICLE IX  
COMMITTEES

Any standing or ad-hoc committee may, at its discretion, appoint subcommittees from its membership and/or invite others to participate in their deliberations, if appropriate. However, only committee members who are faculty members of the University of Maryland at College Park shall have the right to vote on any matters of a committee's or subcommittee's competence. Without prejudice to the Dean's authority in regard to the constitution of committees as specified in Article VIII.A.2.k, the following shall be standing committees of the School.

A. Faculty Committee

1. Membership and Terms

The Faculty Committee shall consist of all Faculty, as defined in section V.A. The Dean or the Dean's representative shall serve as Chair.

2. Duties and Responsibilities

The Faculty Committee shall be responsible for:

- a. Consulting with the Dean at least once a semester during the academic year on matters of interest and concern to the School, including budget decisions and facility planning.
- b. Serving as the conduit of information between the Dean and the Faculty.
- c. Assisting the Dean in the preparation and implementation of the School's Strategic Plan.
- d. Hearing any Faculty or Staff grievances and making recommendations to the Dean and Directors for the fair resolution of such grievances.
- e. Serving as a Committee on Committees to nominate slates of candidates from which the Dean or administrators above the School level may appoint members for all School committees or representatives to participate in the search, nomination, and review of administrators and units at any Campus and University level.

B. Programs, Curricula & Course Committee (PCC or Curriculum Committee)

1. Membership

The PCC shall consist of five faculty members appointed by the Dean. The Dean shall designate a Chair from among the Committee's membership.

2. Duties and Responsibilities

The PCC shall be responsible for:

- a. Developing the long range educational goals and policies of the School.
- b. Periodically reviewing the educational programs and curricula and recommending measures to the Dean, Directors, and Faculty to ensure the most effective use of resources and an appropriate level of coordination among the various programs and areas.
- c. Maintaining compliance with the requirements for degree completion and recommending to the Dean, Directors, and Faculty any changes in courses and curricula as may be submitted by the Faculty, faculty committees, or the Student Government Association.

C. Appointment, Promotion, and Tenure Committee (APT)

1. Membership

APT membership shall vary as a function of the rank of the individual whose appointment, promotion, or tenure award is being considered. In the case of appointment, reappointment, non-reappointment, or promotion to the ranks of Assistant Professor, Associate Professor, or Professor, membership shall include all faculty members holding that rank or above. The Dean shall designate a Chair from among the Committee's membership. The Chair shall serve for renewable two-year terms.

2. Duties and Responsibilities

The deliberations of the APT Committee shall be conducted in strict compliance with all applicable University and Campus policies and shall be confidential. The Committee shall be responsible for:

- a. In accordance with University and Campus policy, developing and, when necessary, updating, specific criteria for the review, appointment, reappointment, non-reappointment, and promotion of faculty members.
- b. Informing candidates for promotion about the policies, procedures, and criteria utilized in reviews at the School and campus level. In the case of faculty members working toward an appointment that carries tenure, the APT Committee shall appoint one or more of its members to serve as mentors to that member, with the specific responsibility to review his/her progress toward tenure on an annual basis and provide him/her with a written summary of the review and, if appropriate, written recommendations for improvement. These reviews and recommendations are intended as a bona-fide assistance to candidates for tenure and in no case shall they constitute grounds for a candidate's eventual appeal or grievance in the event that tenure is not recommended or awarded.
- c. At its discretion, delegating to ad-hoc subcommittees the task of reviewing specific candidate's dossiers and making recommendations to the full APT Committee on the basis of those reviews. Such subcommittees may include faculty from units outside the School when appropriate to assess the performance of a candidate whose expertise is deemed under-represented on the School's faculty.
- d. Making written recommendations to the Dean in regard to all cases of appointment, promotion, non-promotion and award of tenure.



3. Meetings

APT meetings shall be called by the Committee chair. Written notice of such meetings shall be distributed to the membership with at least one-week advance notice, unless the majority of the Faculty Committee agrees to waive such notice as to a scheduled meeting of uncertain date and time.