

Table of Contents

Plan of Organization of The Philip Merrill College of Journalism, University of Maryland

PREAMBLE	3
ARTICLE I. MISSION	3
ARTICLE II. SHARED GOVERNANCE	4
II. A. Roles	4
II. B. Quorum	5
ARTICLE III. THE COLLEGE ASSEMBLY	5
III. A. Membership	5
III. B. Operations	7
III. B.1. Organization.	8
III. B.2. Functions.	8
III. B.3. Meetings.	8
III. C. Faculty Senator	9
ARTICLE IV. COLLEGE ADMINISTRATION	9
IV. A. The Office of the Dean.	10
IV.B. Administrative Functions	10
IV. B.1. Academic Administrators.	10
IV. C. Administration of Graduate Studies	10
ARTICLE V. COMMITTEES	11
V. A. Committee for Doctoral Studies	12
V. B. Committee for Master's degree programs	13
V. C. Appointments Committee	13
V. D. Faculty Advisory Committee (FAC)	14
V. D.1. Membership.	14
V. D.2. Election.	14
V. D.3. The Chair.	14
V. D.4. Duties.	14
V. E. Programs, Courses and Curricula (PCC) Committee	15

V. F. Promotion and Tenure Committee	15
V. F.1. Tenure Track Decisions.	15
V. F.2. Assessment of non-tenure track faculty.	16
V. G. Undergraduate Committee	16
V. H. Committee on Centers and Affiliate Organizations	17
V. I. Awards Committee	17
V. J. Committee on Diversity	18
V. K. Faculty Salary Advisory Committee	18
ARTICLE VI. STUDENT GOVERNANCE	19
ARTICLE VII. GRIEVANCE OF VARIANCE FROM THE PLAN	20
ARTICLE VIII. ADOPTION, AMENDMENT, REVIEW, AND LIMITS	20
ARTICLE IX. FACULTY APPOINTMENTS	21
IX. A. Criteria for appointment, reappointment, promotion and tenure	21
IX. A.1. Differences in rank	21
IX. B. Responsibilities of Members of the P&T Committee	22
IX. C. Criteria for tenure decisions	23
IX. C.1. Research, scholarship, and professional activity.	23
IX. C.2. Teaching, advisement, and mentoring.	25
IX. C.3. Service.	27
IX. D. Procedures	28
IX. D.1. Initial Appointment.	28
IX. D.2. Annual Informal Assessments.	28
IX. D.3. Formal Intermediate Reviews	28
IX. E. Tenure and Promotion Reviews	29
IX. E.1. Initiation of Review.	30
IX. E.2. External Evaluators.	30
IX. E.3. Deliberations and voting.	30
IX. E.4. Decisions.	31
IX. E.5. Report to the Candidate.	31

**Plan of Organization of
The Philip Merrill College of Journalism**

University of Maryland

Approved by the College Assembly May 17, 2011

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PREAMBLE

The Plan of Organization of the Philip Merrill College of Journalism establishes the basic framework for the conduct of the College's affairs. The Plan addresses specific details of the College's organization. The Plan is meant to be consistent with the policies, procedures and regulations for the governance of the University of Maryland. The powers of the College Assembly and its committees, described in this Plan, shall be limited so that they do not contravene the authority of the Dean as provided in the statutes of the University of Maryland System.

The Plan establishes a structure that is intended to enhance the collegiality of the organization and to ensure faculty governance. It creates a framework designed to facilitate cooperation and involvement of the entire College community in all aspects of the College's mission. It is meant to ensure that academic and professional growth may be pursued in an atmosphere of stability, freedom, and trust.

ARTICLE I. MISSION

The College seeks to be the nation's preeminent professional school in its field, a model for others in its integration of scholarly work and professional practice. It aspires to lead in the uses and study of new technologies, including as these are related to the role of news and media in a democratic society, and to improve understanding of and performance in journalism. Its mission is to educate university students at the undergraduate, master's, and doctoral levels within a liberal arts context, preparing them for careers in journalism, for scholarly work and teaching in these fields, and to elevate the standards of professional practice. The education of students being the prime objective of the College, the Dean, faculty, and professional staff of the College shall seek to be responsive to students' needs and sensitive to their concerns.

ARTICLE II. SHARED GOVERNANCE

Shared governance in the College means governance shared among administration, faculty, students, staff, and affiliate organizations.

II. A. Roles

The faculty has a fundamental role in the governance of the College. The administration is responsible for seeking advice, initiating action, making decisions, and implementing policy, and for maintaining accountability for its actions. Administrative accountability means active accounting to the other constituencies with whom governance is shared regarding policies recommended by those constituents. The faculty has a responsibility for informed and regular participation in governance activities related to all aspects of the academic mission of the College. Staff and affiliate organizations have a vital role in support of the College mission and have the responsibility for informed and regular participation in governance activities. Undergraduate, master's, and PhD students have a responsibility for informed and regular

participation in governance activities. Any individual who is simultaneously student and staff member, or student and administrator, must choose one role for purposes of voting and participation in governance.

I. B. Quorum

Every committee and deliberative body shall use a simple majority of all voting members as a quorum.

ARTICLE III. THE COLLEGE ASSEMBLY

III. A. Membership

College Assembly meetings shall be open. The Assembly is composed of the following constituencies:

III. A.1. **All faculty members**, as defined by the University, who have at least a fifty percent appointment in teaching or research. Any faculty member with a joint appointment in two or more units shall be counted with that unit in which his or her tenure resides. The Faculty Advisory Committee (Article V.A.4), in consultation with the Dean, will settle questions of eligibility. All faculty shall have voting privileges.

III. A.2. **Exempt staff**, as defined by the University, shall be represented by one member elected by peers in the spring to serve a one-year term, from the exempt staff of the College who are on appointment of at least half-time and who are paid from State funds. This individual shall have voting privileges. No member who has served a full term shall be eligible to succeed immediately to office. The election shall be in May by written ballot and is held by the Dean's office. All other exempt staff shall be ex-officio, non-voting members of the College Assembly.

Exempt staff shall also elect an alternate to serve if the elected member is unavailable to attend any meeting. The term of office shall begin July 1.

III. A.3. **Non-exempt staff**, as defined by the University, shall be represented by one member to be elected by peers in the spring to serve a one-year term, from the non-exempt staff of the College who are on appointment of at least half-time and who are paid from State funds. This individual shall have voting privileges. No member who has served a full term shall be eligible to succeed immediately to office. The election shall be in May by written ballot and is held by the Dean's office. All other non-exempt staff shall be ex-officio, non-voting members of the College Assembly. Non-exempt staff shall also elect an alternate to serve if the elected member is unavailable to attend any meeting. The term of office shall begin July 1.

III. A.4. **Adjunct faculty** members, as defined by the University, shall be represented by one adjunct faculty member, to be elected by peers to serve a one-year term. This individual shall have voting privileges. The term of office shall begin October 1. The election is by written ballot and is held in September by the Dean's office. All other adjunct faculty shall be ex-officio, non-voting members of the College Assembly. The group shall also elect an alternate to serve if the elected member is unavailable to attend any meeting.

III. A.5. **Centers and affiliate organizations** shall be represented by one director elected in the spring by the center and affiliate directors to serve a one-year term. In consultation with the Faculty Advisory Committee, the Dean will determine who is eligible to be considered, based on a list of affiliate organizations. The term of office shall begin July 1. In the event a representative cannot serve, a special election will be held to fill the vacancy. The group shall also elect an alternate to serve if the elected member is unavailable to attend any meeting.

No member who has served a full term shall be eligible to succeed immediately to office. The election is by written ballot in May and is held by the Dean's office.

III. A.6. **Graduate students enrolled in the PhD program** shall be represented by one full-time student to be elected by peers in the fall from the PhD program student body of the College. The election is by written ballot and is held in September by the Merrill Graduate Student Association (MGSA). The term of office shall begin October 1 for a one-year term. In the event a representative cannot serve, a special election will be held to fill the vacancy. The group shall also elect an alternate to serve if the elected member is unavailable to attend any meeting.

III. A.7. **Graduate students enrolled in the master's program** shall be represented by one full-time student to be elected by peers in the fall from the master's program student body of the College. The election is by written ballot and is held in September by the Merrill Graduate Student Association (MGSA). The term of office shall begin October 1 for a one-year term. In the event a representative cannot serve, a special election will be held to fill the vacancy. The group shall also elect an alternate to serve if the elected member is unavailable to attend any meeting.

III. A.8. **Undergraduate students** shall be represented by one full-time student to be elected by peers in the fall from the undergraduate student body of the College. The term of office shall begin October 1 after election for a one-year term. In the event a representative cannot serve, a special election will be held to fill the vacancy. The group shall also elect an alternate to serve if the elected member is unavailable to attend any meeting.

III. B. **Operations**

III. B.1. **Organization.** The Chair of the Faculty Advisory Committee (FAC) (Article V.D) shall act as chair of the College Assembly and appoint a nonvoting secretary of the College Assembly for a term of one year. To help ensure the ability of each voting member to participate fully, the secretary shall be a person who is neither a regular voting member nor an elected/voting representative in the College Assembly. The secretary shall take minutes of the meetings and tally votes. Minutes will be distributed within two weeks of each meeting and approved by the members at each subsequent meeting, and shall be archived in the Dean's office.

III. B.2. **Functions.** The College Assembly shall be responsible for receiving and acting upon proposals made by the committees described in Article V and formulating and recommending to the Dean educational policies of the College. Recommendations of the College Assembly are by majority vote. Recommendations of the College Assembly shall be implemented when approved by the Dean.

III. B.3. **Meetings.** Meetings of the College Assembly shall be conducted in accordance with *Robert's Rules of Order, The Modern Edition*. No vote may be taken in the absence of a quorum. A secret ballot shall be taken upon the request of any voting member of the Assembly, or upon the request of the chair. Written proxies (a written note given to a voting member authorizing a voting member to vote on one's behalf) are allowed, unless the Faculty Advisory Committee (FAC) excludes proxies in advance, by communicating this decision through email to voting members at least three days in advance.

The Assembly should meet once each month during the course of the academic year when practical. However, it shall meet no fewer than three times per semester.

All members of the College Assembly shall be notified of regular meetings and provided an agenda no fewer than five days before the meeting. All College agendas shall be publicly posted. The Dean, the chair of the Faculty Advisory Committee, or one-third of the voting members shall have the authority to call special meetings. All members of the College Assembly shall be notified of any special meeting and provided an agenda and the purpose for which the meeting is being held no fewer than three working days before the meeting.

III. C. Faculty Senator

The College Assembly shall elect a faculty senator to serve a two year term in the University Senate. Election is by written ballot and is held in May by the Dean's office. The College Assembly shall assist in the election of undergraduate and graduate student senators in accordance with the University Senate procedures.

ARTICLE IV. COLLEGE ADMINISTRATION

IV. A. The Office of the Dean.

IV. A.1. Duties of the Dean. The Dean of the College shall be the chief academic and administrative officer of the College. The Dean shall be responsible for business operations of the College, professional and academic leadership, and shall serve as liaison with the campus community and the professions served by the College. The Dean shall provide leadership in maintaining the accreditation of the College. The Dean shall be chief advocate of the College and shall be responsible for the unit's budget, for fund raising, and for reviewing and recommending for campus-level review proposals made by the College Assembly and the Promotion and Tenure Committee (Article V.A.6). The Dean shall direct the advising of students and certify them for degrees awarded by the College, encourage interdisciplinary programs in which the College

might be included, and prepare materials needed for planning purposes. If the Dean does not implement proposals of the College Assembly or College committees, he or she shall discuss the reasons with the College Assembly or the committee involved.

IV. A.2. **Appointment of the Dean.** Members of the College Assembly shall participate in the appointment of the Dean as specified in campus procedures for appointing deans. College Assembly members shall take an advisory vote by secret ballot on the final list of candidates. The result of this vote shall be communicated to the search committee and the provost.

IV.B. **Administrative Functions**

IV. B. 1. **Academic Administrators.** The College may have Associate and Assistant Deans and other administrative officers as necessary. Academic administrators shall perform those duties assigned to them by the Dean. Individuals may have multiple roles. Searches for appointments to these administrative positions will be guided by University procedures. The Dean will inform the Assembly of the progress of such searches in a timely fashion.

IV. B.2. **Review of the Administrators.** All administrators shall receive periodic performance reviews as specified by University policy. Review shall include input from the faculty, staff, and students in the College.

IV. C. **Administration of Graduate Studies**

IV. C.1. **Doctoral Program.** The College shall have a Director of Doctoral Studies and a Director for Research. Recommendations for appointment of these directorships shall be made by the Faculty Advisory Committee to the College Assembly. The College Assembly, in turn, shall consider these recommendations and make its own recommendations to the Dean. The Dean will consider those recommendations in making the appointment. Directors shall serve an initial term of three years, and shall be eligible for annual reappointment.

The Director of Doctoral Studies shall promote doctoral student recruitment, oversee student orientations, and doctoral student advisement. The Director shall be the chair of the Committee for Doctoral Studies (Article V.A.1).

The Director for Research shall promote research among both faculty and students. The Director shall assist in locating and securing resources for research production, and work to facilitate professional development and the publication of research.

IV. C.2. Master's Programs. The College shall have a director of the MJ and MA programs. Recommendations for appointment of this director shall be made by the Faculty Advisory Committee to the College Assembly. The College Assembly, in turn, shall consider this recommendation and make its own recommendation to the Dean. The Dean will consider those recommendations in making the appointment. The director for the master's programs shall serve an initial term of three years, and shall be eligible for annual reappointment. The director of master's programs shall oversee the recruitment and selection of master's students, and the orientation, and advisement of master's students.

ARTICLE V. COMMITTEES

The College shall maintain the standing committees outlined below. The Faculty Advisory Committee shall nominate slates of candidates for standing committees, to be approved by the Assembly. Appointments include members for all standing College committees or representatives to participate in the search, nomination, and review of administrators and units at any campus and University level. Faculty, exempt and non exempt staff, center directors and staff, and students shall all be eligible to serve on standing committees unless otherwise prohibited by this Plan.

Student members shall be elected to standing committees as prescribed in Article VI. Unless otherwise stated (eg. Committee on Doctoral Studies), each standing committee shall elect its own chair. Committees may originate and present proposals to the College Assembly relating to specific areas of their concern. Except as specified by this Plan, all committee terms are annual and terms shall begin on October 1.

The Dean or the College Assembly may create other ad hoc committees. The Dean shall inform the College Assembly if needs should arise requiring such special committees to serve more than one year. The Dean shall consult with the College Assembly in appointing the members of these ad hoc committees.

V. A. Committee for Doctoral Studies

The Committee for Doctoral Studies shall monitor the College's doctoral program and policies, and select candidates applying to the College's Ph.D. program. Curriculum or course modification proposals to the graduate curricula made by the Program Courses and Curricula Committee (Article V.A.5) shall be considered by the Committee for Doctoral Studies for review prior to any action from the College Assembly. This committee (or a sub-committee) shall distribute information to students about contests, prizes, fellowships, and scholarships, and collect application and makes awards. Decisions about contests, prizes, fellowships, and scholarships shall be based on criteria in the memoranda of understanding (MOUs), if these are established. The Committee shall be minimally composed of four faculty members who teach graduate-level courses, a doctoral student, and the director of doctoral studies, who chairs the committee. This Committee is intended to be inclusive, and include as many interested faculty members as possible. The student member shall be excused when individual students are being discussed.

V. B. Committee for Master's degree programs

The Master's Committee shall monitor the College's master's programs and policies, and select candidates applying to the College's programs. Curriculum or course modification proposals to the master's curricula made by the Program Courses and Curricula Committee shall be considered by this Committee for review prior to any action from the College Assembly. This committee (or a sub-committee) distributes information to students about contests, prizes, and scholarships, collects applications, and makes awards based on criteria in the MOUs, if these are established and if appropriate. The Committee shall be minimally composed of four faculty members who teach graduate-level courses and the director of the master's programs.

V. C. Appointments Committee

The Appointments Committee shall have, at a minimum, broad representation of faculty, one graduate student, one undergraduate student, and the Dean (in an ex-officio, non-voting capacity). The Appointments Committee shall recommend search committees to the Dean to initiate all full-time faculty and center director appointments in the College. The Appointments Committee shall recommend position descriptions and appointments to the College Assembly for all full-time faculty appointments to the College and center directors, and also shall recommend all proposed part-time faculty and affiliate appointments to the College. The Committee shall review and recommend whether these part-time appointments should be renewed. The Committee shall act in accordance with the most recent version of the College's policies on procedures for appointments, tenure and promotion. Should a search extend beyond one academic year, the Committee shall inform the College Assembly of its progress and intent. All members have voting privileges.

V. D. Faculty Advisory Committee (FAC)

V. D.1. **Membership.** The FAC shall consist of six faculty members with full voting privileges in the College Assembly. All members shall serve for two years and shall not be eligible for reelection for one year after completing their terms. All members have voting privileges.

V. D.2. **Election.** Members of the Committee shall be elected by faculty by secret ballot. Two members shall be elected from the ranks of full professors, two from the ranks of associate and assistant professors, and two from all other ranks. All adjuncts, lecturers, professors of the practice are allowed to vote for two from these ranks. For each of these three categories, the names of all eligible persons are listed on a ballot; the ballot is distributed to all people in those categories, so that they can vote for two; and the ballot is returned to the Dean's office. The election shall take place before the final College Assembly meeting of each year.

V. D.3. **The Chair.** The FAC shall elect its own chair annually from among its members. The chair of the FAC shall chair the College Assembly.

V. D.4. **Duties.** To serve as a conduit for information between the faculty and the Dean, the FAC shall meet monthly with the dean during the regular academic year and during the summer, as needed, on matters of interest and concern to the College. The Committee shall serve as the College's committee on committees, as well as advise the Dean on budget, facilities, strategic planning, and faculty matters. The Committee shall draft and present to the College Assembly for its approval the slates for membership of the standing committees, except for student representatives, who are directly elected by students. If requested, the Committee may review any complaints or grievances. This does not preclude College Assembly members from taking grievances or complaints to relevant bodies outside the College, or going directly to the

Dean. The Dean shall report to the FAC as to the action on and disposition of recommendations from other College committees. The chair of the FAC shall report regularly on its activities to the College. The FAC shall advise the Dean regarding requests from or for unpaid visiting fellows.

V. E. Programs, Courses and Curricula (PCC) Committee

The PCC Committee shall originate or review curriculum proposals, coordinate programs, recommend academic standards and related policies, review course syllabi, coordinate teaching enhancement, and be responsible for the ongoing evaluation of academic programs in the College. The Committee shall be composed of seven faculty members, one undergraduate student, one doctoral student, and one master's student. All members have voting privileges. The College Assembly may add members to provide expertise on particular curricular or programmatic issues, and, the PCC can seek input from non-PCC members.

V. F. Promotion and Tenure Committee

The Promotion and Tenure (P&T) Committee shall be composed of all tenured faculty, excluding the Dean. The chair is chosen by the committee and must be a full professor; the chair is responsible for writing the committee's final reports with input from the committee. All members have voting privileges.

V. F.1. Tenure Track Decisions. Full professors shall consider, by secret vote, each question of promotion to full professorship. Full professors and associate professors shall consider by secret vote each question of promotion to associate professorship and tenure. Such decisions shall be reported to the Dean. The Dean shall meet with the Committee with voice but not voting privileges. The Dean shall report his or her decisions regarding tenure and promotion to the Committee, as detailed further in section IX.E.4. The Committee shall act in accordance

with the College's criteria and procedures for appointment to tenure-track and tenure positions, reappointment, and promotion. These are available in Article IX.

V. F.2. Assessment of non-tenure track faculty. Performance of adjuncts shall be evaluated by the Dean or the Dean's designate(s) annually. Other non-tenure or non-tenure track faculty including Professors of the Practice, Lecturers and Senior Lecturers, shall have their FAR reports, course evaluations, or other relevant forms of evaluation reviewed by the Dean or Dean's designate(s) annually. Professors of the Practice, Lecturers and Senior Lecturers shall undergo a formal review every three years by a three-member subcommittee appointed from the P&T Committee. The person being reviewed may choose one person from the College faculty (may be lecturer, senior lecturer, or any tenured or tenure track faculty member) to serve on that subcommittee. The other two will be appointed by the P&T Committee; at least one of those must be a member of the P&T committee. The subcommittee will serve for that review only; each person being reviewed will have a separate subcommittee. Review candidates shall submit materials appropriate to their performance to the subcommittee. The subcommittee shall submit a written report to the P&T Committee, who will forward it to the Dean along with its comments.

V. G. Undergraduate Committee

The Undergraduate Committee shall monitor the College's undergraduate programs and policies, and review admissions appeals to the undergraduate limited enrollment program. Curriculum or course modification proposals shall be forwarded to the PCC for review prior to any action from the College Assembly. This committee (or a sub-committee) shall distribute information to students about contests, prizes, and scholarships, collect applications, and make awards based on criteria in the MOUs, if these are established. The Committee shall be minimally composed of four faculty members who teach undergraduate-level courses, an

undergraduate student, the internship director, the associate dean for undergraduate education, and a representative from the Undergraduate Student Services Office. The student member shall be excused when individual students (including for scholarships or awards) are being discussed. All members shall have a vote, including those serving ex-officio.

V. H. Committee on Centers and Affiliate Organizations

The Committee on Centers and Affiliate Organizations (CCA) shall serve as a conduit for information between the Dean, faculty, and centers and affiliate organizations. The CCA shall meet at least once a semester with the Dean during the regular academic year and the summer, as needed, on matters of interest and concern to the College.

The CCA shall consist of all center directors and one tenured faculty member. All members have voting privileges. The CCA shall elect its own chair annually from among its members. The CCA shall be charged with advising the Dean and the faculty about matters involving the centers and affiliate organizations, and with soliciting faculty input about the operation of the centers and affiliate organizations and the substance of their program curricula. The CCA is intended to be a vehicle for integrating the centers and affiliate organizations into the life of the College and for ensuring that the centers and affiliate organizations and the core faculty take maximum advantage of one another's talents and resources. The CCA chair shall report regularly on its activities to the College Assembly.

Creation of new centers requires approval of the College Assembly.

V. I. Awards Committee

The Awards Committee distributes information about contests, fellowships, prizes, and awards for which staff and faculty may be eligible, collects applications, and makes nominations when appropriate. Members include at least one tenured faculty member and at least one exempt

or non-exempt employee. The Committee shall elect its own chair annually from among its members. All members have voting privileges.

V. J. Committee on Diversity

The Committee on Diversity promotes and monitors diversity in the College, which is taken to be essential to a university environment. Consistent with University policy, efforts toward diversity take into consideration race, color, creed, sex, sexual orientation, marital status, personal appearance, age, national origin, political affiliation, physical or mental disability and any other element of diversity that emerges that is consistent with university policy. The Standing Committee on Diversity develops and monitors plans regarding the hiring, promotion and advancement, retention, and recruitment of employees and students. It reviews diversity issues in terms of curricula, and may make suggestions regarding diversity to the PCC.

Committee members include four faculty members, one non-exempt staff member, one exempt staff member, the college's equity officer, and one student. The Committee shall elect its own chair annually from among its members. All members have voting privileges, including those serving *ex officio*.

V. K. Faculty Salary Advisory Committee

The Faculty Salary Advisory Committee shall be elected by the faculty to address salary and merit pay. It should include: one Assistant Professor, one Associate Professor, one Full Professor, and two members from all other ranks. All members have voting privileges. The Committee shall elect either the Associate Professor or Full Professor as its chair.

The Committee considers salary issues referred to it by the Dean or members of the College Assembly. Regarding merit pay, the Committee will act in accordance with the College's policy on faculty merit pay distribution. The Committee is advisory and will forward

its evaluations to the Dean, who meets with the committee to discuss final plans for merit pay distribution. The Dean then reports final decisions to the Committee, discusses any disagreements, and sends appropriate salary letters to all faculty members.

ARTICLE VI. STUDENT GOVERNANCE

Students are encouraged to participate in the deliberative and decision-making bodies of the College.

During the early part of the fall semester of each academic year, a College student-service administrator shall coordinate the "Call for Nominations" and subsequent election process. Students shall be invited to nominate candidates for the College Assembly and College committees or express interest in serving on other committees for the upcoming academic year. Undergraduate students vote for undergraduate representatives. Master's students vote for master's student representatives. Ph.D. students vote for Ph.D. student representatives. Upon establishment of the list of candidates, along with statements of interest from students wishing to serve on College committees, registered students shall be issued ballots to vote for their respective College Assembly and committee representatives. Ballot results shall be made public.

One undergraduate student, one master's student and one doctoral student shall be elected to the College Assembly. Each constituency of students shall elect their representative and also elect an alternate. In addition, students shall elect their representatives, each constituency using a separate ballot, to the Appointments Committee and the PCC Committee. Students may organize their own academic, professional, and extracurricular associations. College faculty shall be encouraged to help with those associations, when asked.

ARTICLE VII. GRIEVANCE OF VARIANCE FROM THE PLAN OF ORGANIZATION

Any voting member of the College Assembly who feels there has been variance from the policies stated in the Plan of Organization may issue a written grievance to the FAC expressing those concerns. Any non-voting member of the College may submit a grievance to either their elected representative or to the chair of the Faculty Advisory Committee. The Faculty Advisory Committee will consider the grievance at its next regularly scheduled meeting and forward it, along with its written comments, to the Dean. The Dean will respond to the Faculty Advisory Committee and the griever in writing. The Faculty Advisory Committee will then respond to the griever, in writing, in a timely fashion.

ARTICLE VIII. ADOPTION, AMENDMENT, REVIEW, AND LIMITS OF THE PLAN OF ORGANIZATION

This Plan of Organization may be amended by a majority of all voting members of the College Assembly. Voting will be by secret ballot at a special meeting called for the explicit, announced purpose of this vote. The quorum for that meeting remains at fifty percent of the voting members plus one. At least five days in advance, the draft of the Plan shall be distributed to all members of the College Assembly and the special meeting announced. No absentee ballots will be allowed. Final approval of the Plan rests with the University Senate.

This Plan of Organization shall be reviewed every ten years or fewer by a committee elected by the faculty, students, and staff as prescribed by the Plan of Organization for the University of Maryland. In no case shall anything in this plan be construed as contradicting established University procedures.

ARTICLE IX. FACULTY APPOINTMENTS

IX. A. Criteria and procedures for appointment to tenure-track and tenure positions, reappointment, and promotion

The College of Journalism bases its review processes for appointment, reappointment, promotion, and tenure on procedures, policies, forms, and formats specified in the UMCP policies on appointments, promotions, and tenure. Promotion and tenure reviews must take into account the relevant academic requirements, responsibilities, and mission of the College.

Consistent with the University's mission and status, faculty in the College are evaluated on performance in the following areas: professional and/or scholarly research and journalistic activity, teaching and advisement, and service, as well as other relevant contributions.

Every member of the faculty is expected to perform assigned/expected duties conscientiously. Promotion and tenure are not awarded for normal performance of expected duties, but earned through outstanding and rigorous achievement in quality and quantity in teaching, service, and scholarship (or combination of scholarly and professional work). In advising and mentoring our junior faculty, we need to be conscious of the University's and College's standards for promotion and tenure and to communicate these standards openly and honestly.

IX. A.1. Differences in rank

Successful candidates must exhibit promise of future sustained excellence. While faculty members at all levels are expected to be active in scholarship/professional activity, teaching, and service, the relative weights of these dimensions may vary slightly. For example, untenured

faculty members need to put more time into research and/or professional activity. Therefore, assistant professors seeking promotion to associate professor and tenure are not expected to be as heavily involved in service as associate and full professors, although assistant professors are still evaluated in terms of some service. In addition to having the qualifications of an Associate Professor, the candidate for Full Professor shall have established a national and, where appropriate, international reputation for outstanding research, scholarship and/or professional creativity, and a distinguished record of teaching. There also must be a record of continuing evidence of relevant and effective professional service.

Candidates for promotion should hold their rank (e.g. Assistant Professor, Associate Professor) at the University of Maryland long enough to have accumulated a record that provides for a fair review. For candidates who served as an assistant professor at another comparable institution, the prior accomplishments at the earlier institution shall also be considered. Assistant Professors must apply for tenure no later than their sixth year at the University of Maryland. Similarly, the prior accomplishments at a comparable institution/earlier institution of an associate professor shall also be considered when applying for promotion to full professor.

IX. B. Responsibilities of Members of the P&T Committee

All P&T members are responsible for ensuring that all candidates receive fair and impartial treatment, and for maintaining the integrity and confidentiality of the process. This also means that each member is responsible for protecting the confidentiality of other committee members, or any others who have been assured confidentiality, and of all deliberations of the committee. Breaches in this confidentiality are considered breaches of professional ethics.

Members of the Promotion and Tenure Committee are expected to come to Promotion and Tenure meetings:

- having read the relevant materials (cv, outside letters, committee reports, publications)
- prepared to engage in a lengthy, honest, open discussion of all aspects of the case, including its strengths and weaknesses,
- willing to participate in the writing and rewriting of reports and various pieces of the dossier,
- having become familiar with the relevant rules and regulations of the University and Campus, and the College,
- thoroughly prepared for the deliberations of the committee and to participate fully.

IX.C. Criteria for tenure decisions

IX. C.1. Research, scholarship, and professional activity. Productive faculty members are continuously involved in important research, writing, and/or creative/professional efforts. Review committees look for establishment of an active research and/or journalistic program based on a clear programmatic focus with demonstrably strong potential for significant impact on the field. On behalf of this overall goal, review committees look for impact, significance, scope, originality, quantity, continuity, coherence, and progression. Both disciplinary and interdisciplinarity are valued.

For scholarly work, evidence of excellence is found in:

- Publication of significant research in prestigious, peer-reviewed journals and authored books, edited books, monographs, book chapters, encyclopedia articles, conference proceedings, and book reviews (weighted in roughly that order)

- Editing a peer-reviewed journal, and serving as co-editor or associate editor of a peer-reviewed journal (ISI-ranked journals are weighted the highest)
- Presentation of research results at national and international conferences
- Development of an externally funded research program, including those that provide support for graduate research assistants or other support for the college.

In general single authored publications are weighted more than co-authored materials, although collaboration and co-authorship with colleagues, graduate students, and others is also valued. In each case of co-authored or co-edited work, documentation of the role and contribution of the individual should be provided so that the quality of the result and relative contributions of the participants must be weighed. Documentation of the quality of journals and other outlets is expected; this is particularly important in the case of emerging areas of work and with new journals.

For professional work, evidence of excellence is found in:

- Significant books for specialized and general audiences
- Significant analyses, critical reviews and creative work in professional publications
- Significant articles, reviews, commentaries and creative work for news media, including photojournalism; broadcast journalism; multi-platform works; innovative new media applications
- Significant instructional material breaking new ground and advancing concepts, ideas and approaches.

For those who combine scholarly and professional work, examples of excellence may be found in some mix of the scholarly and professional achievements listed above.

The weight of such works will be accorded by their contribution to and impact on the scholarly and/or professional community, their adherence to scholarly and/or professional standards, the quality of execution and the distinction they bring to the college and university. Quantity of published material is not sufficient. Evidence of quality that merits tenure and promotion includes such achievements as:

- Winning of awards and obtaining research grants
- Publication in ranked peer-reviewed journals, in significant professional journals, and in non-academic publications known for excellence
- Citations of publications in significant books, including text books, scholarly monographs, and works intended for wider audiences; in scholarly journals, journalism reviews and other professional publications, and in non-academic periodicals
- Reprinting or abstraction of written work in other publications
- Refereed presentations; invited presentations, discussions of research, speeches and interviews as an expert. Among the venues for these scholarly or professional contributions are lectures, panel discussions, television or radio programs and online forums.
- Utilization of scholarly or professional findings by policy makers, practicing journalists, educators, judicial bodies, or other significant institutions.
- Prizes and other forms of recognition by professional or scholarly colleagues and organizations.

IX. C.2. Teaching, advisement, and mentoring. Criteria for teaching include clear and engaging communication, reasonable access to students, ethical and fair treatment of students, appropriate and rigorous assessment of student work, and that content is contemporary and

rationally organized. Successful, effective teaching and advisement can be demonstrated with evidence for:

- Quality of classroom instruction as evaluated by students and peers
- Quality and quantity of advisement and supervision of students, and effective participation on thesis and dissertation committees, as seen in numbers of students who go on to jobs/careers of distinction, who win awards for dissertations and theses, and/or who present/publish work in refereed conferences/publications
- Development of new programs, courses and seminars; enhancement/revision of existing courses and syllabi
- Creative utilization of new materials and new technology
- Instructional writing such as textbooks, lecture notes, publications in or editorial board membership on journals dealing with pedagogy
- Supervision to completion of M.A. theses and Ph.D. dissertations; of major importance is the faculty member's availability to and mentoring of students
- **Placement of mentees in high-level or prestigious jobs within and outside of academia**
- Outreach educational activities such as conference pre-sessions, workshops and tutorials
- Diversity and variety of style and format in course organization/activities and of approaches, including collaborative and/or interdisciplinary approaches, and in development of new and more appropriate methods of evaluation.
- Serving as mentor to a faculty member through the College's formal mentoring program

IX. C.2a. **Documentation of Teaching Effectiveness.** Materials for documenting teaching effectiveness include: student evaluations and peer ratings of teaching performance; copies of course syllabi, major assignments and examinations; published materials on teaching

techniques; unsolicited letters to the candidate; letters from students solicited by the P&T committee; awards and other evidence of recognition.

IX. C.3. **Service.** Every faculty member is expected to participate in the conduct of the College and University; in appropriate professional organizations; and in professional service to schools, colleges, universities, and other agencies of the community. Both productivity (amount—in terms of the level, consistency over time, frequency, and stature of participation) and quality (as evidenced in significance, effectiveness, and impact of service) will be considered.

Evidence of outstanding service may be established in terms of:

- Leadership in College task forces, standing committees, ad hoc committees
- Membership, and leadership in University of Maryland-College Park task forces, standing committees, ad hoc committees; interdisciplinary activities
- Leadership in national, international, state, regional and/or local organizations
- Leadership within news media, for example, through judging and other consultations
- Memberships on editorial boards (typically, work as the editor or associate editor of a journal is deemed research), and reviewing manuscripts for publishers
- Appointed or elected leadership in professional organizations (such as SPJ) at the national or international level; or in learned societies
- Work in organizing seminars and workshops, for professionals and/or scholars/students;
- Serving on funding and government agency panels or advisory committees.

IX. C.3a. **Documentation of Effective Service.** Descriptions of activities, copies of materials, letters from groups served, and other forms of recognition are relevant in documenting effective service.

The candidate and Dean may also formulate a statement regarding the unique contributions of the faculty member to the College's present and future work. The value of the faculty member's contributions or strengths that do not fit categories above but indicating unusual capacity for growth and outstanding future achievement may be mentioned.

IX. D. **Procedures**

IX. D.1. **Initial Appointment.** All appointments to tenure-track positions must be referred to the College Assembly for approval. All initial appointments with tenure must also be approved by the P&T committee (again, members at rank or above).

IX. D.2. **Annual Informal Assessments.** Following appropriate consultation with P&T committee, the Dean (or Dean's delegate, such as the Associate Dean) shall provide each untenured professor with an annual informal assessment. The Dean may request a P&T subcommittee to provide this review, with members chosen by the Dean and the candidate; the candidate's formal mentor may be part of this group. The informal review may be based on classroom visits, a current *curriculum vitae*, copies of all published research, copies of recent syllabi, and summary reports of teaching evaluations for each undergraduate and graduate course taught during the period assessed. The person being reviewed may provide a narrative.

Those meeting with the faculty member should restate prevailing standards of quality and describe the most effective ways to demonstrate fulfillment of the standards. Informal assessments are purely advisory to the faculty member and do not assure a favorable tenure

and/or promotion decision. One or more faculty members may be asked to provide a written report of the teaching of the faculty member based in part on one or more classroom visits, scheduled at times deemed convenient by the faculty member being assessed. The faculty member being assessed may choose to provide material he or she deems useful to the reviewers' ability to understand the class visited. Each annual informal assessment shall be included in the faculty member's personnel file with any material attached as requested by the faculty member or the P&T Committee. The candidate may request a formal written review at any point.

IX. D.3. Formal Intermediate Reviews

IX. D.3a. *Assistant Professors*. The P&T Committee shall perform a formal intermediate review of the progress toward meeting the criteria for tenure and promotion after the third year of an assistant professor's appointment, to assess the candidate's progress toward promotion, to inform the reviewed faculty member of that assessment, and to advise the candidate and Dean of steps that should be taken to improve prospects for promotion. These intermediate reviews look at research/professional activity, teaching and service, but do not involve external evaluations.

IX.D.3b. *Tenured Professors*. The P&T Committee shall perform a formal post-tenure review in the fifth year of a tenured professor's appointment and every five years thereafter. The criteria, and procedures for these, and solutions regarding unsatisfactory performance are described elsewhere ("Post-tenure review process"). For associate professors, this review involves assessing progress towards meeting the criteria for promotion to the rank of professor. An associate professor may request review earlier than five years.

IX. E. Tenure and Promotion Reviews

Tenure reviews are governed by the APT documents of the System, the Campus, and the College. The review file shall be constructed in compliance with the University Appointment, Promotion, and Tenure Procedures Manual effective at the beginning of the academic year in which a formal review for tenure and/or promotion will occur. Several relevant points, however, follow here:

IX. E.1. Initiation of Review. Responsibility for initiation of a tenure review and/or promotion to Associate Professor rests with the Dean. Responsibility for initiation of a promotion to Full Professor, or early tenure decision rests with the faculty member seeking promotion, often through the advice of the candidate's mentor or other senior faculty. The faculty member shall indicate this in a letter to the Dean. The Dean is responsible for initiating annual reviews of untenured faculty, or post-tenure review.

IX. E.2. External Evaluators. Candidates for promotion and tenure may submit six names of potential external reviewers. Members of the P&T committee will suggest another six names, with the appropriate intellectual and personal distance from the candidate. The chair of the P&T committee, in consultation with the rest of the committee will choose three names from the candidate's list, another three names from the committee's list. At least six letters are solicited. In general, the external reviewers should be full professors at Research I universities or others of comparable stature. The faculty member's wishes on names not to appear on the list shall be respected. The P&T chair is responsible for soliciting letters of recommendation from the selected reviewers.

IX. E.3. Deliberations and voting. Because deliberations are crucial, an absentee vote will be accepted only in highly unusual circumstances and with the approval of a majority of the members of the P&T Committee present. A member voting absentee, when allowed and if this is

necessary, is responsible for the same preparation. At any single meeting, only one member may vote absentee; if more than one member of the P&T committee cannot attend the meeting in person, the meeting must be rescheduled.

Votes regarding a candidate will only be made at meetings called for this purpose. At least one week's notice shall be given for such meetings. Each member has the right to confidentiality in deliberations and voting.

IX. E.4. **Decisions.** The Committee shall deliver its recommendation (including the vote tally) in writing to the Dean in a report explaining the basis for the Committee's recommendation. Dissenting positions may be prepared by any member of the committee and such dissents shall accompany the report through the rest of the University's APT process. In the case of a negative recommendation by the committee, the Dean shall inform the candidate of the right to a formal Appeal and of the appropriate process for doing so. The Dean writes an independent recommendation. If the Dean disagrees with the recommendation of the P&T Committee, the Dean should meet with the Committee to explain that recommendation.

IX. E.5. **Report to the Candidate.** In promotion and tenure reviews, the Dean shall provide the faculty member under review a letter announcing the recommendation and vote tally, and summarizing the basis for it. Any Committee member requesting to review this letter may do so.