

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

PREAMBLE	3
ARTICLE I. MISSION	4
ARTICLE II. SHARED GOVERNANCE	4
II. A. Roles	4
II. B. Quorum	5
ARTICLE III. THE COLLEGE ASSEMBLY	5
III. A. Membership	5
III. A.1. All faculty members	5
III. A.2. All exempt staff	5
III. A.3. All nonexempt staff	5
III. A.4. Adjunct faculty	6
III. A.5. Centers and affiliate organizations	6
III. A.6. Graduate students in the Ph.D. program	6
III. A.7. Graduate students in the master's program	6
III. A.8. Undergraduate students	7
III. B. Operations	7
III. B.1. Organization	7
III. B.2. Functions	7
III. B.3. Meetings	7
III. C. Faculty Senator	8
ARTICLE IV. COLLEGE ADMINISTRATION	8
IV. A. The Office of the Dean	8
IV. A.1. Duties of the Dean	8
IV. A.2. Appointment of the Dean	9
IV. B. Administrative Functions	10
IV. B.1. Academic Administrators	10
IV. B.2. Review of the Administrators	10
IV. C. Administration of Graduate Studies	10
IV. C.1. Doctoral Program	10

IV. C.2. Master's Programs	11
ARTICLE V. COMMITTEES	11
V. A. Ph.D. Committee	12
V. B. Committee for Master's Degree programs	12
V. C. Appointments Committee	13
V. D. Faculty Advisory Committee (FAC)	13
V. D.1. Membership	13
V. D.2. Election	13
V. D.3. The Chair	14
V. D.4. Duties	14
V. E. Programs, Courses and Curricula (PCC) Committee	14
V. F. Advancement, Promotion and Tenure Committee	15
V. F.1. Tenure Track Promotion and Tenure Decisions	15
V. F. 2. Formal Intermediate Reviews	15
V.F.3. Tenure and Promotion Reviews	16
V.F.4. Post Tenure Reviews	16
V. G. Professional Track Appointments, Evaluation & Promotion Committee	19
V. G.1. Regular Reviews of PTK Faculty	19
V. G.2. Promotion and Evaluation of PTK Faculty	19
V. H. Undergraduate Committee	20
V. I. Committee on Centers and Affiliate Organizations	20
V. J. Awards Committee	21
V. K. Committee on Diversity	21
V. L. Tenure Track Merit Pay Committee	22
V. M. Professional Track Merit Pay Committee	23
ARTICLE VI. STUDENT GOVERNANCE	23
ARTICLE VII. GRIEVANCE OF VARIANCE FROM THE PLAN	24
ARTICLE VIII. ADOPTION, AMENDMENT, REVIEW AND LIMITS	25

**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 Ph.D. 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.

II. 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. (At all times The Plan is intended to be consistent with the membership classifications of the Board of Regents):

III. A.1. All faculty members, as defined by the University, who have at least a fifty percent appointment in teaching or research shall have voting privileges. 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.

III. A.2. All exempt staff, as defined by the University, who have at least a fifty percent appointment shall have voting privileges.

III. A.3. All nonexempt staff, as defined by the University, who have at least a fifty percent appointment shall have voting privileges.

III. A.4. Adjunct faculty members, as defined by the University, shall be represented by one adjunct faculty member for every 15 adjunct faculty members, to be elected by peers to serve a one-year term. 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. All Center and affiliate organization directors shall have voting rights. Any person can only vote once, so if directors are eligible to vote under another designation, this does not add to that status.

III. A.6. Graduate students enrolled in the Ph.D. program shall be represented by one full-time student to be elected by peers in the fall from the Ph.D. 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 the executive assistant to the Dean shall serve as secretary. The secretary shall take minutes of the meetings and tally votes. The agenda for assembly meetings will be distributed within two days before each meeting. Minutes shall be 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 the most recent edition of Robert's Rules of Order. 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 Faculty Advisory Committee (FAC) 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 FAC excludes proxies in advance, by communicating this decision through email to voting members at least two days in advance.

The Assembly should meet eight times, or once a 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 two days before the meeting. 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 be provided an agenda and the purpose for which the meeting is being held no fewer than two working days before the meeting.

III. C. Faculty Senator

The College Assembly shall elect a faculty senator to serve a three-year term in the University Senate. Election is by written ballot and is held preferably in December (but not later than January 31) 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, with the acknowledgment that executive authority flows from the Provost through the deans. 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 certify students 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. The Dean is responsible for timely evaluations of all (exempt and non-exempt) staff members and for evaluations of and decisions on reappointments of Professors of the Practice. (Policies and procedures for appointing and reappointing Professors of the Practice are outlined in a separate document on the College website.) The Dean's office shall be responsible for maintaining personnel files and for keeping track of which TTK and PTK faculty members need to be reviewed and/or are eligible for promotion. The dean is responsible for ensuring that each new faculty member and each Assistant Professor has an official mentor. Performance of Adjunct Lecturers shall be evaluated by the Dean or the Dean's designate(s) annually. ("Adjuncts," according to the UMD Policy on Adjunct Faculty [\(II-1.07\(A\)\)](#), are part-time instructional faculty who are paid by the course, or whose appointments are less than 50% FTE or who are ineligible for benefits.)

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 the Ph.D. program. Recommendations for the appointment of this directorship shall be made by the Ph.D. Committee to the Dean, who will consider the recommendation 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 ensure doctoral student advisement until students have chosen a specific advisor. The Director shall be the chair of the Ph.D. Committee (Article V.A.1).

The Director for Research, or the Associate Dean 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 master's and certificate programs. Recommendations for appointment of this director, who shall be a member of the faculty, shall be made by the Master's Committee to the Dean, who 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. After soliciting recommendations from the faculty, 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 nonexempt 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. on the Ph.D. Committee), 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 following the election.

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. Ph.D. Committee

The Ph.D. Committee shall monitor the College's doctoral program and policies, and select candidates applying to the College's Ph.D. program. This committee should meet at least twice a semester (but it can be more). Curriculum or course modification proposals to the Ph.D. 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 subcommittee) shall distribute information to students about contests, prizes, fellowships, and scholarships, and collect applications and make awards. Decisions about contests, prizes, fellowships, and scholarships shall be based on criteria in the memoranda of understanding (MOUs), if these are established. The Ph.D. 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. This committee should meet at least twice an academic year (but it can be more). Curriculum or course modification proposals to the master's curricula made by the Program, Courses and Curricula Committee may be considered by this Committee for review prior to any action from the College Assembly. This committee (or a subcommittee) distributes information to students about scholarships, collects applications, and

makes awards based on criteria in the MOUs, if these are established and if appropriate. The Committee also ensures that information about contests and prizes is shared with Master's students. 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, representation of faculty, one graduate student, one undergraduate student, and the Dean (in an ex-officio, nonvoting capacity). This committee will meet on an ad hoc basis, as needed. The Appointments Committee shall recommend position descriptions to the Dean to initiate all tenure-track and professional-track faculty and center director searches in the College. 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. Three members shall be elected from the ranks of tenure, tenure-track faculty, and three from the other full-time faculty ranks. For both of these categories, the names of all eligible persons are listed on a ballot; the ballot is distributed to all people in those categories, and the election results

are reported to the Dean. 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. This committee typically meets at least monthly during the academic year, or eight times. If less work is needed, it should meet no fewer than four times during that time frame. 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. Advancement, Promotion and Tenure Committee

The Advancement, Promotion and Tenure (APT) Committee shall be composed of all tenured faculty, excluding the Dean. This committee should meet once a year (but it can be more, depending on whether cases are coming up for consideration for promotion and/or tenure). 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 Promotion and Tenure 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. 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 criteria and procedures are available in a separate document; changes must be approved by tenure/tenure-track faculty. APT 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.

V.F. 2. Formal Intermediate Reviews. A subcommittee of the APT 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 (see language regarding tenure in separate document).

V.F.3. 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:

V. F. 4. Post-tenure Reviews. With the intent of facilitating continued development of tenure-track and tenured faculty, rewarding outstanding faculty, revealing and correcting impediments to faculty productivity, and improving the teaching, service, and/or scholarly productivity of individual faculty members and of the College as a whole, all faculty members shall undergo formal periodic review of their professional activities. The APT Committee shall perform a formal post-tenure review in the fifth year of a tenured professor's appointment and every five years thereafter (or five years after a promotion). For associate professors, this review involves assessing progress toward meeting the criteria for promotion to the rank of professor. An associate professor may request review earlier than five years. Similar criteria are used for annual reviews of tenure-track/untured faculty. The process for PTK faculty is outlined in section Article IV.

The periodic review will result in a report written by a three-member subcommittee of the APT committee that must be approved by the whole APT committee. The three members of the subcommittee will be at rank or above, with respect to the faculty member under review. The review, and the resulting report, will consider the following, for the period of review (that is, since the previous review, whether that was occasioned by a promotion or tenure, or the previous periodic review): (a) a narrative written by the faculty member under review that covers teaching; research, scholarly or creative activities; and documented service; (b) a portfolio assembled by the faculty member under review that covers teaching, research, scholarly or creative activities; and documented service; this may include syllabi, copies of teaching assessments by students or other student material; scholarly or professionally-relevant publications; documented service activities to the University, state, nation, professional community, or other organization; and other materials as the faculty member sees fit; (c) a report of the peer review of teaching, advising, and other relevant activities; the peer observation will involve at least two people, at two different times, sitting in on a class, looking at some relevant teaching materials for the course in question, and talking to students without the presence of the faculty member; and (d) the report of the faculty member's previous periodic review, if any.

The subcommittee report will be shown to the faculty member under review. Faculty who choose to write a response shall submit that response to the review committee within 14 calendar days of receipt of the appraisal, or establish an agreeable alternate deadline with the review committee for submitting the response. In either case, the whole of the P&T committee will examine the narrative report written by the faculty member under review and the subcommittee report, and the response from the faculty member, if any. It will either write a new report or approve the subcommittee report. The standards by which the faculty members are evaluated are

the standards for the relevant rank (associate or full professor). Thus, faculty members are expected to continue to perform at the level required for promotion to the rank they have attained.

The final report, whether a revision of the subcommittee report or the original, will then be sent to the dean. The results of a review should generate a discussion between a faculty member and the dean. This discussion should concentrate on the future professional development of the faculty member. If the P&T committee and the Dean agree that a periodic review indicates that a faculty member is significantly deficient in meeting College expectations, the faculty member and the Dean shall prepare a clear, written development plan, with a timetable, for enhancing meritorious work and improving performance. The P&T committee will review that faculty member one year later, using the same criteria as above. If two consecutive periodic reviews indicate that a faculty member is significantly deficient in meeting College expectations, the faculty member must respond, in writing, to the two reports. Using the post-tenure reports, the response of the faculty member, and other information as appropriate (for example, the dean can conduct separate observations and evaluations of teaching), the Dean will recommend an appropriate plan of action. This plan might, for example, specify additional service or teaching assignments, if the faculty member has not produced scholarship; or attendance at teaching workshops, if the problem is weaknesses in teaching. (These examples do not rule out a host of other potential solutions.) The faculty member will receive a copy of the Dean's report, including the recommendations for appropriate action, and a timeline. The APT committee will re-review the faculty member again after one year (or two, if this is agreed to be more appropriate); and this process will continue until such reviews are deemed positive.

V. G. Professional Track Appointments, Evaluation and Promotion Committee

The Professional Track Appointments, Evaluation and Promotion Committee (AEP) is responsible for evaluating the performance of Professional Track Faculty members on a regular basis (see V. G.1. below) and for evaluating the performance of Professional Track Faculty members who are being considered for promotion (see V. G.2.). All Senior Lecturers and Principal Lecturers who serve at least 50 percent of FTE are members of this committee. This committee should meet at least once an academic year.

V. G.1. Regular Reviews of PTK Faculty: PTK faculty, including Lecturers, Senior Lecturers and Principal Lecturers, shall have their course evaluations and other relevant forms of evaluation reviewed as specified in the college Appointment, Evaluation and Promotion policy for professional track faculty. Performance of Adjunct Lecturers shall be evaluated by the Dean or the Dean's designate(s) annually. ("Adjuncts," according to the UMD Policy on Adjunct Faculty [\(II-1.07\(A\)\)](#), are part-time instructional faculty who are paid by the course, or whose appointments are less than 50% FTE or who are ineligible for benefits.)

Regular, periodic peer evaluations of the full-time instructional faculty will be conducted in compliance with the University of Maryland AEP Guidelines and Manual, and the college's Appointment, Evaluation and Promotion Policy for Professional Track Faculty.

V.G. 2. Promotion and Evaluation of PTK Faculty: The Dean's office maintains a list of PTK faculty eligible for promotion and will be responsible for informing the Professional Track Appointments, Evaluation and Promotion Committee when they are eligible. The PTK committee will initiate evaluation of the applications of PTK faculty for promotion to Senior Lecturer and Principal Lecturer. Voting members of the PTK committee must be at or above the

ranks of the promotion being sought. See additional details on the process; the materials needed for submission; evidence of teaching, advising and mentoring; record of service to the profession, the college and university; research, professional and creative work; and awards and grants in the college's AEP policy for professional track faculty and in the university's AEP Guidelines and Manual.

V. H. Undergraduate Committee

The Undergraduate Committee shall monitor the College's undergraduate programs and policies. 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 subcommittee) shall distribute information to students about 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 or assistant 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. This committee should meet at least twice a calendar year (but it can be more, and it may meet in the summer).

V. I. 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. J. 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, one professional track faculty member, and at least one exempt or non-exempt employee. The Committee shall meet at least once per year and select its own chair annually from among its members. All members have voting privileges.

V. K. 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. This committee should meet at least once a year (but it can be more). The standing committee 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, at least one exempt or nonexempt 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. L. Tenure Track Merit Pay Committee

The Merit Pay Committee for tenured and tenure-track faculty shall be elected in a secret ballot by those faculty to address merit pay. Each Committee member will serve a three-year term. (Terms are staggered.) No faculty member can serve more than one term consecutively but becomes eligible to run again after a year off. The chair of the Committee should be chosen by the committee annually. The Committee will act in accordance with the College's policy on faculty merit pay distribution. This committee should meet once a year.

The Committee is advisory and will forward its evaluations to the Dean's office. The Committee may request a meeting with the Dean to discuss recommendations. The Dean will decide on merit pay distribution and inform the committee of this distribution. The Dean sends appropriate salary letters to all faculty members. If any member of the full-time faculty has a question about his or her award, he or she may meet with the Dean, who will relay the Committee's decision on the case. If the faculty member is not satisfied with the merit pay determination at the College level, he or she can discuss the matter with the Provost and or/file a formal grievance.

V.M. Professional Track Merit Pay Committee

The Professional Track Merit Pay Committee addresses merit pay of all PTK faculty. It shall be elected in a secret ballot by all PTK faculty and comprises five members, each serving a three-year term. (Terms are staggered.) After the initial term, no faculty member can serve more than one term consecutively but becomes eligible to run again after one year off the Committee. The Committee elects its own chair annually. This committee should meet once a year.

The Committee will act in accordance with the College's policy on PTK faculty merit pay distribution. The Committee is advisory and will forward its evaluations to the Dean's office. The Committee may request a meeting with the Dean to discuss recommendations. The Dean will decide on merit pay distribution and inform the committee of this distribution. The Dean sends appropriate salary letters to all faculty members. If any member of the full-time faculty has a question about his or her award, he or she may meet with the Dean, who will relay the Committee's decision on the case. If the faculty member is not satisfied with the merit pay determination at the College level, he or she can discuss the matter with the Provost and or/file a formal grievance.

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.