

1 ***Faculty Ranks, Promotion, Tenure and Permanent Status*** (this portion of the ART document to be approved
2 **by Faculty Senate, Spring, 2006)**
3

4 **A. *General Principles***
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- 6 1. The only faculty ranks which may involve a tenure commitment are: professor, associate professor, assistant
7 professor, instructor, distinguished university professor and such other ranks as the Board of Regents may
8 approve. Appointments to all other ranks, including any qualified rank in which an additional adjective is
9 introduced (such as "clinical professor"), are for a definite term and do not involve a tenure commitment.

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11 Promotion to the ranks of associate professor or professor carries immediate tenure. Non-tenured faculty
12 members applying for promotion to these ranks must first stand for tenure review
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14 Professorial titles should be granted only to teaching and/or research personnel who are associated with teaching
15 or research departments or units.
16

17 Notwithstanding anything to the contrary in this policy, faculty in certain ranks may be granted permanent status. The
18 only faculty ranks which may involve a permanent- status commitment are Librarian II, Librarian III, and Librarian IV
19 and such other ranks as the Board of Regents may approve. Permanent status may not be granted to an individual
20 holding the rank of Librarian I.

21
22 Permanent status is defined as continuing employment such that a decision to remove an employee must be made
23 by the president of the campus and must be justified by cause as defined by USM and campus policy. Permanent
24 status is an employment status different from tenure.
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26 An appointee who has been notified that permanent status has been denied shall be granted an additional and
27 terminal one-year appointment in that rank, but, barring exceptional circumstances, shall receive no further
28 consideration for permanent status. Permanent status can be awarded only by an affirmative decision based upon
29 a formal review. Individuals who have been granted permanent status under BOR VII-2.15 B (Policy On
30 Librarians), which is superseded by this policy, shall retain this status. Appointments of faculty librarians with
31 permanent status may be terminated at any time for cause. Procedures for termination of faculty librarians with
32 permanent status are covered in Section G.
33

34 Appointments of faculty librarians who do not have permanent status may be terminated under policies and
35 procedures that apply to full-time non-tenure track faculty.
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37 A person appointed to the position of Dean of the Library and Instructional Resources shall serve in that capacity
38 at the pleasure of the president or his or her designee, regardless of whether the appointee has at the time of the
39 appointment, or obtains during the appointment, permanent status as a librarian.
40

- 41 2. In addition to the ranks listed in C. Faculty Ranks, there may also be such other faculty ranks as institutions shall
42 define and include in their respective appointment, rank, and tenure policies, subject to the approval of the Board
43 of Regents.
44
45 3. Institutions should specify in writing to faculty at the time of appointment the length of appointment and the
46 applicable terms and conditions of the appointment with regard to tenure.
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48 **B. *Criteria and Procedures for Promotion and Tenure***

49 (See Section G for Criteria and Procedures for
50 Promotion and Permanent Status of Faculty
51 Librarians.)
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- 53 1. The criteria for tenure and promotion at Salisbury University are: (a) teaching effectiveness including student
54 advising; (b) research, scholarship, and, in appropriate areas, creative activities; and (c) relevant service to the
55 community, profession, and institution. The relative weight of these criteria will be determined by the mission of
56 the university.
57

58 **The standard workload and responsibilities expectations for tenured and tenure track faculty at**

Salisbury University are as follows:

	Teaching	Research/Scholarship	Service
Percent of Effort	65-77	15-25	5-15

2. The activities considered to be within the criteria for promotion and tenure shall be flexible and expansive. The assessment of teaching, research/scholarship/ creative activities, and service during the promotion and tenure process shall give appropriate recognition, consistent with the institution's mission, to faculty accomplishments that are collaborative, interdisciplinary, and inter-institutional and to faculty innovations in areas such as undergraduate education, minority-achievement programs, K-16 curriculum development, and technology-enhanced learning.
3. **Salisbury University embraces a broad definition of scholarship. Consequently, activities respectively assigned to teaching, scholarship, or service will vary from applicant to applicant. For example, what one applicant classifies as scholarship, another may classify as service or teaching. Therefore, faculty members applying for promotion should indicate the categories under which their various activities are to be evaluated. In situations where it is not clear that an activity should be assigned to a particular category, the applicant must provide justification for that assignment.**

C. *Faculty Ranks*

The following criteria are used at Salisbury University to make decisions about the appointment, promotion, and tenure of faculty.

1. **Faculty with Duties Primarily in Instruction, Research and Service: Criteria for Eligibility for Appointment and Promotion to Academic Ranks:**

a. *Instructor*

- 1) At minimum, a master's degree in the subject field in which the faculty member teaches.
- 2) Pursuit of continued graduate study toward a doctorate or other terminal degree. Upon completion of requirements for the terminal degree, an instructor who meets the requirements for assistant professor may be recommended for promotion to the rank of assistant professor.
- 3) Tenure normally will not be granted at the rank of instructor. The institution will determine the standard for granting tenure in exceptional circumstances.
- 4) Evidence of potential for effective university teaching.
- 5) Willingness to participate in the activities of the academic community.

b. *Assistant Professor*

- 1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) Evidence of effective teaching, **including academic student advisement.**
- 3) Evidence of scholarly contribution in the area of specialization including, but not limited to, activities such as

research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.

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

c. *Associate Professor*

- 1) The earned doctorate, or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) A minimum of six years of full-time university/college teaching experience with at least five years in assistant professor rank. Exceptions may be made by the provost for comparable professional activity or research.
- 3) Excellence in teaching, **including academic student advisement.**
- 4) Evidence of scholarly contribution in the area of specialization including, but not limited to, such activities as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.
- 5) Participation in the activities of the academic community at the department, school, and university levels including, but not limited to, such activities as performing assigned administrative duties, assuming committee responsibilities, ~~effective academic advising of students~~, working actively with student organizations, and evidencing interest in external community activities related to the faculty member's area of specialization. In cases where service is not specifically discipline-related, the candidate should describe the service and address how it could be of professional benefit to the candidate and/or to Salisbury University's role in the community since the faculty member is representing the University positively. Volunteerism related to one's family, hobbies, or special interests may be laudable but may not be weighted heavily if it appears to be more personal than professional.

d. *Professor*

- 1) The earned doctorate or recognized terminal degree in the field of specialization from a regionally accredited or internationally reputable foreign institution. In extraordinary circumstances, the president, after consultation with the appropriate faculty committee at the institution, may waive the criterion of the earned doctorate.
- 2) A minimum of ten years of full-time university/college teaching experience and at least seven years in the associate professor rank. Exceptions may be made for faculty who have attained national distinction for comparable professional activity or research by the provost.
- 3) Excellence in teaching, **including academic student advisement.**
- 4) Evidence of scholarly contribution in the area of specialization including, but not limited to, such activities as research, publication, participation in the programs of professional societies, or professionally recognized performance in the arts.
- 5) **Assuming leadership roles in the activities of the academic community, particularly at the university level. These roles include, but are not limited to, administrative duties, committee work, involvement with student organizations, and external community activities related to the faculty member's area of specialization. In cases**

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

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

2. Faculty Engaged Exclusively or Primarily in Clinical Teaching

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

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

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

3. Faculty Engaged Exclusively or Primarily in Library Services

The only librarian ranks with non-tenure faculty status are Librarian I, Librarian II, Librarian III, and Librarian IV and such other ranks as the Board of Regents may approve. These titles are to be granted to a limited number of appointees who fulfill roles defined by professional graduate training, such as librarian, curator, archivist, and information scientist. In the overwhelming number of instances, the professional graduate training required is an M.L.S. degree, which is considered the terminal degree in the practice of academic librarianship, from an American Library Association (ALA) accredited program. However, each constituent institution may define instances when other graduate degrees may substitute for or augment the ALA-accredited M.L.S. Such exceptions will be based on and required by the functional needs of individual positions. In recognition of the operational needs of USM libraries, appointments to these ranks are normally for twelve months with leave and other benefits provided to twelve-month tenured/tenure-track faculty members, with the exception of terminal leave, sabbatical leave, and non-creditable sick leave (collegially supported).

- a. Librarian I: This rank is assigned to librarians just entering librarianship with little or no professional library experience but who have been judged to have demonstrated an understanding of the basic tenets of librarianship and a potential for professional growth. A Librarian I is not eligible for permanent status.
- b. Librarian II: Appointment or promotion to this rank signifies that the librarian has demonstrated effective professional knowledge and skills significantly above those expected of a Librarian I. Normally, a minimum of three years of professional experience is required.

- c. Librarian III: Appointment or promotion to this rank signifies that the librarian has mastered the skills, knowledge, and techniques of librarianship and has made meaningful contributions to the library, the institution, the library profession, and/or an academic discipline. Normally, a minimum of six years of professional experience is required, three of which must be at a level comparable to the rank of Librarian II at the appointing USM institution.
- d. Librarian IV: Appointment or promotion to this rank is exceptional. This rank is awarded to those librarians who have made distinctive contributions to the library, the institution, the library profession, and/or an academic discipline. This rank normally requires a minimum of nine years of professional experience, at least three of which must be at a level comparable to the rank of Librarian III at the appointing USM institution.

4. Additional Faculty Ranks

- a. Assistant Instructor: The appointee should be competent to fill a specific position in an acceptable manner, but is not required to meet all the requirements for an Instructor. Appointment to this rank requires at least the appropriate baccalaureate degree.
- b. Lecturer: This title may be used for appointment at any salary and experience level of persons who are competent to fill a specific position but who are not intended to be considered for professorial appointment. Appointments to this rank shall be for terms not to exceed three years and are renewable.
- c. Senior Lecturer: In addition to having the qualifications of a lecturer, the appointee shall have completed at least six years as a lecturer (or in a rank at another institution of higher education that is accepted as comparable to Lecturer), and shall have established a record of teaching excellence and a record of service. Fewer than six years experience may qualify one for this rank if approved by the president or designee. Appointments to this rank shall be for terms not to exceed five years and are renewable.
- d. Artist-in-Residence; Writer-in-Residence; Executive-in-Residence: This title may be used to designate temporary appointments, at any salary and experience level, of persons who are serving for a limited time or part-time, and who are not intended to be considered for professorial appointment.
- e. Adjunct Assistant Professor; Adjunct Associate Professor; Adjunct Professor: These titles are used to appoint outstanding persons who may be simultaneously employed outside the institution. The appointee should have expertise in the discipline and recognition for accomplishment sufficient to gain the endorsement of the preponderance of the members of the faculty of the department to which he or she is appointed. Appointment is made on a semester or an annual basis and is renewable. These titles do not carry tenure.
- f. Affiliate Assistant Professor; Affiliate Associate Professor; Affiliate Professor: These titles are used to recognize the affiliation of a faculty member or a member of the professional staff with an academic department, program or center when that individual's appointment and salary lie in another department of the institution. The appointment will be made upon the recommendation of the faculty of the department, and at a level commensurate with the appointee's qualifications, consistent with standards established for regular tenure track faculty, although tenure cannot be earned on an affiliated appointment. Each institution shall establish guidelines and procedures for awarding these titles.
- g. Visiting Appointments: The prefix "Visiting" before an academic title is used to designate a short-term, full-time appointment without tenure.
- h. Emeritus Faculty Appointments: Emeritus status may be bestowed by an institution on the basis of both quality and length of service to the institution. Guidelines and procedures for awarding this title appear in the Faculty Handbook. Emeritus titles at the System level may be bestowed by the Chancellor.
- i. Professor of the Practice: This title may be used to appoint individuals who have demonstrated excellence in the practice as well as leadership in specific fields. The appointee shall have attained regional and national prominence and, when appropriate, international recognition of outstanding achievement. Additionally, the appointee shall have demonstrated superior teaching ability appropriate to assigned responsibilities. As a minimum, the appointee shall hold the terminal professional degree in the field or equivalent stature by virtue of experience. Appointees will hold the rank of Professor but, while having that stature, will not have rights that are limited to tenured faculty. Initial appointment is for periods up to five years, and reappointment is

possible. This title does not carry tenure, nor does time served as a Professor of the Practice count toward achieving tenure in another title. Each institution shall establish guidelines and procedures for awarding this title.

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

D. Procedures for Promotion of Faculty

1. Following are the procedures for promotion of faculty at Salisbury University that takes place in the spring semester of each academic year (see Section G for Promotion Procedures for Faculty Librarians). Faculty at Salisbury University are recommended for promotion on the basis of their a) eligibility by rank and degree as established by the Office of Academic Affairs and b) recommendation by the Committee on Promotions. The University Committee on Promotions is composed of eight voting members: a designated tenured Faculty Senator, four tenured faculty, one elected from and by each schools, and three tenured faculty elected at large, two retiring in each of two years, and three retiring every third year. These faculty may not themselves be eligible for promotion during their term of service on the committee. All materials submitted by faculty for consideration for promotion will be maintained in confidence and safekeeping by the University Committee on Promotions.
 - a. Faculty members who seek promotion obtain certification of eligibility by rank and degree from the Office of Academic Affairs and submit this with documentation that they have met the criteria for promotion as described in section B.1 (Criteria and Procedures for Promotion and Tenure) of this Policy on Faculty Ranks, Promotion, Tenure and Permanent Status to their departmental promotions committees for endorsement. (Requirements for the number of faculty who serve on departmental promotions committees, procedures for the selection of those faculty, and the criteria used in their selection are described in [Appendix M.](#))
 - b. Each application for promotion should be initiated through the submission of credentials to a departmental promotions committee, the department chair, and dean of the school. All applications for promotion must receive consideration by department committees, chairs and deans.
 - c. Departmental promotions committees add their recommendations to the candidate's application file and forward the complete file to department chairs, who in turn add their recommendations to the candidate's application file and forward the complete file to the deans of their schools. Deans of schools add their recommendations to the candidate's application file and forward the complete file to the University Committee on Promotions. Names of faculty recommended for promotion by their department promotions committees must go forward to the Committee on Promotions even if they do not receive approval from department chairs or deans of schools. Names of faculty recommended by departmental promotions committees which go forward lacking recommendation of a department chair or school dean must be accompanied by the written statements of non-recommendation they receive.
 - d. The Committee on Promotions reviews the recommendations for promotions which it has received, with or without endorsement of departmental promotions committees, department chairs, or deans using the criteria described in section B.1 of this policy and the procedures described in section D.1 of this document.
 - e. The Committee on Promotions sends its recommendations for faculty promotions to the provost and privately notifies, in writing, each faculty member who has applied for promotion of its recommendation.
 - f. The provost reviews recommendations for faculty promotion submitted by the Committee on Promotions and makes recommendations for faculty promotion to the president.
 - g. The president in consultation with the provost makes final decisions regarding faculty who will be promoted and faculty who will not be promoted, and the president notifies faculty of these decisions in writing.
 - h. The provost and the president of the university may promote faculty who have not been recommended for promotion by their departmental promotions committees, department chairs, deans, or the Committee on Promotions.
2. **Deadlines for Faculty Promotion**
 - a. Establishment of promotion eligibility list by Office of Academic Affairs – **September 15.**
 - b. Submission of promotion file by faculty to department promotions committees – **February 15.**

- c. Report of promotions recommendations to department chair by departmental promotions committees – **March 1.**
 - d. Report of promotions recommendations to school deans by department chairs – **March 15.**
 - e. Report of promotions recommendations to Committee on Promotions by school deans or submission by unendorsed applicant faculty – **March 30.**
 - f. Recommendations for promotions to provost by Committee on Promotions and notification in writing to applicant faculty – **April 22.**
 - g. Recommendations for promotion to president by provost – **May 1.**
 - h. Notification of promotion to faculty in writing by president – **May 15.**
3. Following are the Committee on Promotions guidelines for using criteria to evaluate faculty promotion applications.
- The balance between the areas of teaching/advising, scholarship and creative activities, and service is subject to professional peer evaluation within the following guidelines:
- a. Teaching is the primary criterion for consideration. Assistant professors are expected to be effective teachers; associate and full professors are expected to be excellent teachers.
 - b. Achievement in scholarship and creative activities and in service is also expected of all candidates for promotion. The balance between these criteria may differ for individuals, but evidence of both is expected of all candidates for promotion.
4. Superior performance is defined as performance which is at least equal to the performance of those individuals who have been, within the past few years, recommended by the Committee on Promotions for promotion to the rank being sought.
5. Individuals seeking promotion to the assistant or associate professor rank should not be required to provide evidence of superior performance in all three areas mentioned above. However, those seeking promotion to the rank of professor should be superior in all categories. Additionally, it should be understood that for promotion to any rank an individual need not provide evidence of superior performance in all categories for each year.
6. As faculty members rise in professional rank, they will achieve wider recognition, and the quality of professional activities expected will increase. For example, it is expected that an assistant professor will have better professional credentials than an instructor, an associate professor better credentials than an assistant professor, and a professor better credentials than an associate professor.
- a. *Teaching:* Of primary importance to any faculty member recommended for promotion is the demonstration of and the reputation for exceptional teaching. It is the responsibility of the candidate for promotion to demonstrate and produce support of this teaching expertise. That support may take the form of self-evaluation, peer evaluation, student evaluation, and any other recognized evaluative measures which the candidate or the department selects, such as syllabi of new courses, samples of student work, and descriptions of innovative and creative classroom activities. Other factors will be considered, but promotion will not be granted without evidence of successful teaching.
- Good teaching is the primary goal for faculty at Salisbury University. Good teaching implies the need for constant striving to improve and continual efforts to teach more effectively than previously.
- Good teaching includes fresh approaches to a course, innovations, creativity, designing productive experiments and field experiences, and eliciting creative work from students. Growth in teaching is demonstrated by specific activities such as creating new courses, revising curriculum and earning teaching awards because of improved teaching.
- b. *Professional Activity:* The university expects faculty to be dedicated to scholarly pursuits and to be professionally active as evidenced by scholarly contributions in their professional area(s) of specialization and by participation in the activities of academic and external communities. "Area of specialization" is defined as an area of knowledge or skill related to one's teaching or research in which an individual develops a recognized level of expertise.

Clear distinctions among teaching, scholarship and service are not always obvious. Faculty members applying for promotion should indicate the category in which they wish their activities to be classified as either "teaching," "scholarship and creative activities," or

"service." (see section B, paragraph 3)

~~Clear distinction between scholarship and service is not always possible. Faculty members applying for promotion should indicate the category in which they wish their activities to be classified as either "scholarship and creative activities," or as "service."~~

- 1) Scholarship and Creative Activities: Devotion in learning to continually developing knowledge, accuracy, critical ability, and to giving or being responsible for furnishing knowledge or ideas; creating and presenting one's art form or developing and presenting one's research.

The six categories listed below include examples of activities used for judging a candidate's scholarship and creative efforts. This is not designed to be an exhaustive list of all relevant activities, nor does participation alone in these activities guarantee promotion. The activities in each category are ordered on the basis of movement from a local audience to a national audience or from the inception to the completion of a project. Faculty seeking promotion to the rank of assistant professor should be engaged in some lower level activities. Faculty seeking promotion to the rank of associate professor should be engaged in some of the higher-level activities. Faculty seeking promotion to the rank of full professor should be engaged in most of the higher-level activities.

Amplification of Promotions Committee Deliberations

The University Committee on Promotions, which consists of seven (7) faculty elected by the faculty, makes recommendations regarding candidates for promotion to the provost and president. The authority to promote or not promote a faculty member resides with the president of the university. The committee serves to provide the president with a faculty perspective on the applications for promotion.

The committee reviews the applications of candidates for promotion in light of the criteria stated in the *Faculty Handbook*. After each candidate's application has been scrutinized by individual committee members, the committee meets to discuss and vote on the candidates. Candidates must receive at least five (5) votes in favor of promotion in order to win the recommendation of the committee. Candidates who receive five (5) or more unfavorable votes will receive an unfavorable recommendation from the committee. When candidates do not receive the required five (5)—favorable or unfavorable—votes in the first round, their strengths and weaknesses are further discussed and further votes are taken until the candidate receives the necessary five (5) votes.

The only considerations in the committee's discussions of a candidate are those related to the criteria for the rank sought. Teaching is the primary criterion for promotion, and no one will be recommended who has not in the opinion of the committee demonstrated proficiency in the classroom. Achievement in professional development and service are also expected of all candidates but the balance will vary among candidates. The committee's standards may change slightly from year to year as its membership changes, but there has been no conscious decision by the committee to raise or lower standards.

After the committee has completed its evaluation of the applications, it meets with the provost to recommend those candidates that it believes have met the criteria for promotion. The committee chair reports the committee's recommendation on each candidate with a brief rationale based on the committee's discussions. The provost uses this input in addition to the other materials in the applicant's file, including all the applicant's recommendations, in developing his/her own recommendations to the president, and the president then decides whether the faculty member is to be promoted or not. The president has the authority to deny promotion to those the committee has recommended and to promote those the committee has not recommended. After the committee has met with the provost, but before the provost makes his/her recommendations to the president, the provost and the committee chair will meet with applicants whom the committee has chosen not to recommend for promotion at the request of the applicant. Those applicants whom the University Committee on Promotions has chosen to recommend, but whom the provost intends not to recommend will be invited to a similar meeting.