

University of Maryland School of Nursing
Appointment, Promotion, and Tenure Policy and Procedures

Approved June 11, 2020 by Chancellor Jay A. Perman, M.D.

The School of Nursing (SON) follows University System of Maryland (USM) and University of Maryland Baltimore (UMB) policies and procedures. Faculty of the School should be familiar with the USM and UMB faculty policies that are in the UMB Faculty Handbook. Also, faculty should be familiar with the SON policy and procedures.

All faculty members whose professions require licensing must be licensed and, if certified in specialties needed to fulfill University responsibilities, must maintain certification.

SON faculty members are expected to perform satisfactorily in the following areas according to the terms of their appointment: teaching, scholarship, and service.

I. Appointment, Promotion, and Tenure – Overall Considerations

- A. In USM Policy the general criteria for faculty appointment, promotion, rank and tenure are: (1) teaching effectiveness, including student advising; (2) research, scholarship, and in appropriate areas, creative activities or other activities that result in the generation and application of intellectual property through technology transfer; and (3) relevant service to the community, profession, and institution.
- B. The Appointment, Promotion, and Tenure (APT) Policy of the SON is consistent with the APT policy of UMB. In accordance with UMB APT policy, the detailed criteria and the relative weight of the criteria are determined by the SON.
- C. In response to the needs of society and the expectations of accrediting agencies of UMB and SON, priorities and needs of UMB and its Schools change over time. As a result, the criteria set forth in School Policy for appointment, promotion and tenure may change over time. Criteria should be reviewed regularly and updated as appropriate.
- D. Promotion and tenure decisions, as well as decisions to hire and reappoint faculty, involve subjective evaluations about a person's abilities and past and potential contributions to the SON and UMB. Meeting minimum criteria does not entitle a faculty member to promotion and/or tenure.
- E. Faculty appointment letters are prepared and issued by the Dean in accordance with UMB policy.
- F. Each UMB faculty member must have a primary appointment to the faculty of one of the UMB Schools. Each faculty appointment shall be made to a designated academic rank and tenure status and shall be effective on a specific date. Decisions about a faculty member's appointment, reappointment, promotion and tenure will be made with reference to the primary School Policy, the UMB Policy, and the USM Policy.
- G. A faculty member with a primary appointment in another UMB School may have a secondary appointment at the SON. The individual's rank at their primary appointment will be the rank at the SON. Tenure, if earned, is exclusively located in the School which has granted the primary appointment.

- H. All materials generated in consideration of the applicant for appointment, promotion or tenure shall be considered confidential, to the extent permitted by law.

II. Faculty Ranks

The SON has both Tenure and Non-Tenure Tracks for full-time faculty. Full time faculty members, as defined by human resources policy, appointed to one of the following Tenure Track ranks are eligible for tenure.

A. Tenure Track Faculty

The Tenure Track academic ranks that may lead to consideration for tenure are full time appointments as Assistant Professor, Associate Professor, and Professor.

In addition to teaching responsibilities, Tenure Track faculty members are expected to focus on research, secure peer-reviewed external funding for their research, and disseminate their research results in peer-reviewed venues.

1. Assistant Professor

Criteria for appointment to the rank of Assistant Professor include:

- a. An earned doctorate in nursing or a terminal degree in a related field.
- b. Demonstrated potential for excellence in research scholarship, which includes securing peer-reviewed external funding, publishing research results, and related materials.
- c. Demonstrated potential to develop a focused research program.
- d. Demonstrated potential for excellence in teaching.
- e. Demonstrated potential for excellence in service to the School, community, and profession.

2. Associate Professor

In addition to meeting the qualifications for Assistant Professor, the candidate must have demonstrated excellence in teaching, research scholarship, and service.

3. Professor

The rank of Professor is awarded only to those faculty members who, in addition to meeting the qualifications for Associate Professor, demonstrate sustained excellence and evidence of progression in teaching, research scholarship, and service.

B. Non-Tenure Track Faculty

The Non-Tenure Track academic ranks are full-time appointments to the ranks of Clinical Instructor; Nursing School Assistant Professor, Nursing School Associate Professor, Nursing School Professor; and Assistant Staff Scientist, Research Assistant Professor, Research Associate Professor, Research Professor. Additional Non-Tenure Track ranks are Affiliate Assistant Professor, Affiliate Associate Professor, Affiliate Professor; and Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor.

In addition to teaching responsibilities, Non-Tenure Track faculty, are expected to focus on their chosen area of practice and to contribute in a scholarly way to the advancement of that practice via dissemination of their scholarship in peer-reviewed venues. Practice is broadly defined to include clinical, educational, research, theoretical, technological, leadership, administrative, historical, policy, or other activities that are related to the discipline of nursing or health.

1. Clinical Instructor

Criteria for appointment to the rank of Clinical Instructor include:

- a. A master's degree in nursing or a related field, preferably with evidence of pursuit of the doctorate or other terminal degree.
- b. Demonstrated competence in area of practice.
- c. Demonstrated potential for excellence in practice scholarship.
- d. Demonstrated potential for effective teaching.
- e. Demonstrated potential for excellence in service to the school, community, or profession.

2. Nursing School Assistant Professor

Criteria for appointment to the rank of Nursing School Assistant Professor include:

- a. An earned doctorate in nursing or a related field.
- b. Demonstrated potential for excellence in practice scholarship, which includes securing peer-reviewed funding, and disseminating results in peer reviewed venues.
- c. Demonstrated potential for excellence in dissemination of practice to the professional community.
- d. Demonstrated potential for excellence in teaching.
- e. Demonstrated potential for excellence in service to the school, community, and profession.

3. Nursing School Associate Professor

In addition to meeting the qualifications for Nursing School Assistant Professor, the appointee must have demonstrated excellence in teaching, practice scholarship, and service.

4. Nursing School Professor

In addition to meeting the qualifications for Nursing School Associate Professor, the appointee must have demonstrated sustained excellence and evidence of progression in teaching, practice scholarship, and service.

5. Assistant Staff Scientist, Research Assistant Professor, Research Associate Professor, Research Professor

a. The appointee for Assistant Staff Scientist should hold a doctoral degree in the field of specialization, and should have indicated promise of a high degree of ability in research in some subdivision of the field.

b. The appointee for Research Assistant Professor should have demonstrated superior research abilities and should be competent to direct the work of others (e.g., graduate students, senior research personnel).

c. In addition to meeting the qualifications for Research Assistant Professor, the appointee for Research Associate Professor should have extensive successful experience in scholarly endeavors, and the ability to propose, develop, and manage major research projects.

d. In addition to meeting the qualifications for Research Associate Professor, the appointee for Research Professor should have demonstrated a degree of proficiency sufficient to establish an excellent reputation among national colleagues. Appointees should provide tangible evidence of sound scholarly production in research, publications, and professional achievements.

6. Affiliate Assistant Professor, Affiliate Associate Professor, Affiliate Professor

Affiliate titles are used to recognize the affiliation of a faculty member or other university employee with an academic unit other than that to which their primary appointment and salary are formally linked. The nature of the affiliation shall be specified in writing, and the affiliate appointment to the SON of an individual holding faculty rank at another UMB school shall be made upon the recommendation of the faculty of the SON department with which the appointee is to be affiliated to the Dean and with the consent of the Chair of the department in which the faculty member has their primary appointment. An Affiliate appointment to the SON of a University employee without faculty rank at another UMB school requires the recommendation of the APT Committee in addition to the recommendation and consent requirements applicable to individuals with faculty rank. The rank of affiliation shall be commensurate with the appointee's qualifications.

7. Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor

Visiting faculty appointments are usually made for one academic year or less. Only in unusual circumstances shall a visiting appointment exceed a total of three years. A visiting faculty appointment can become a regular faculty appointment only through a search process before or after the initial appointment in accordance with the institution's procedures, including adherence to affirmative action guidelines. Years of service as a visiting appointment may, upon mutual agreement of the faculty member and the institution, be counted as years of service toward consideration for tenure for purposes of consideration of tenure, if applicable. Appointment to the Visiting ranks are made upon recommendation of the Chair of the SON department in which the appointment will be made, recommendation of the Dean, and by approval of the Provost.

C. Emeritus Faculty

Per the UMB policy on Emeritus Status for Faculty (UMB II-1.00(G)), Emeritus status may be awarded to a faculty member who has made a significant and extraordinary contribution to a School or the University through excellent teaching, scholarship, or service, or a combination thereof. The President must approve each emeritus designation.

- D. All relevant definitions and policies from the USM Policy on Appointment, Rank, and Tenure of Faculty (ART) contained at USM II - 1.00 are hereby incorporated by reference.

III. Appointment, Promotion, and Tenure

A. Appointments

Per University System of Maryland policy, the following provisions are to be furnished to all new faculty at time of initial appointment.

Adjustments in salary or advancement in rank may be made under these policies, and, except where a definite termination date is a condition of appointment, the conditions pertaining to the rank as modified shall become effective as of the date of the modification. For tenure-track appointments, the year in which the appointee is entitled to tenure review under this policy ("mandatory tenure-review year") shall be specified in the original and subsequent contracts/letters of appointment. Tenure review shall occur in that year unless otherwise agreed in writing by the institution and the appointee. Tenure in any rank can be awarded only by an affirmative decision based upon a formal review.

1. APT Committee only evaluates new appointments at the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, and Research Professor.
2. To be considered by APT for such appointments, the applicant will submit a self-evaluation (up to 6 pages), Curriculum Vitae (CV) with attestation of accuracy, and a letter from the Department Chair.
3. APT will vote on the recommended rank and tenure status.

4. To be considered for a new appointment to a ranks not considered by APT Committee, the applicant will submit a Curriculum Vitae (CV) with attestation of accuracy and a letter from the Department Chair. Ranks not considered by APT are Clinical Instructor, Assistant Staff Scientist, Affiliate Assistant Professor, Nursing School Assistant Professor, Research Assistant Professor, Visiting Assistant Professor, Assistant Professor, Affiliate Associate Professor, Visiting Associate Professor and Affiliate Professor,
5. Offers of appointment or reappointment are made by the Dean after any required approvals from the President or the President's designee have been received.
 - a. Appointment and promotions to the rank of Clinical Instructor, Assistant Staff Scientist, and Affiliate faculty positions are made by the Dean.
 - b. Appointments or promotions to the rank of Assistant Professor, Nursing School Assistant Professor, Research Assistant Professor, and Visiting Assistant Professor, are made upon recommendation of the Dean and by approval of the Provost.
 - c. Appointments or promotions to the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, Research Professor, Visiting Associate Professor, and Visiting Professor are made upon recommendation of the Dean and Provost and by approval of the President.
 - d. Award of Emeritus status is made upon recommendation of the Dean and by approval of the President.
6. USM Policy specifies the maximum term of an appointment and policy on reappointment for the ranks of Assistant Professor, Associate Professor, Professor, Research Assistant Professor, Research Associate Professor, and Research Professor.
7. Appointment to Tenure or Non-Tenure Track
 - a. Appointment to the Tenure or Non-Tenure Track is an administrative decision and is made at the time of the initial appointment.
 - b. Transfer between Tenure and Non-Tenure Tracks
 - i. A faculty member at the rank of Nursing School Assistant Professor or above, will have one opportunity, subject to approval by the Department Chair and the Dean, to transfer to a Tenure Track rank.
 - ii. For faculty hired after the date of University approval of this document, transfer from the Non-Tenure to Tenure Track must be requested and approved within the first five years of the faculty's original appointment to the rank of Nursing School Assistant Professor, Research Assistant Professor or higher.

- iii. Faculty holding the rank of Nursing School Assistant Professor, Research Assistant Professor or higher, hired prior to the date of approval of this document, will have five years from the approval date of this policy to request transfer to a Tenure Track rank.
- iv. Faculty currently holding the rank of Clinical Instructor, hired prior to the date of approval of this document, and who are promoted to Nursing School Assistant Professor or Research Assistant Professor after the date of University approval of this document, will have five years from the time of promotion to Nursing School Assistant Professor or Research Assistant Professor to request transfer to a Tenure Track rank.
- v. A faculty member who has transferred to the Tenure Track must remain at the rank of their initial Tenure Track appointment without consideration for tenure for a minimum of 2 years prior to applying for tenure.
- vi. Transfers from the Tenure Track to the Non-Tenure Track may be made at any time prior to submission of the application for tenure with the approval of the Provost, upon recommendation of the Dean after consultation with the Department Chair and the Associate Dean for Research. Faculty who make a change from the Tenure Track to the Non-Tenure Track will have no expectation of subsequent review for tenure or return to the Tenure Track.

8. Tenure Track Appointments

For Tenure Track faculty appointed on or after July 1st and on or before December 31st, the tenure review schedule will begin July 1st of that year. For Tenure Track faculty appointed on or after January 1st and before July 1st, the tenure review schedule will begin July 1st of that year. An additional year in the Tenure Track may be granted after parenthood or extraordinary personal or professional circumstances according to UMB Policy on Extending the Deadline for Tenure Review for Parenthood or Extraordinary Circumstances (II-1.00(C)).

a. Appointments to the Rank of Assistant Professor

- i. An appointment made at the rank of Assistant Professor shall be on the Tenure Track and for an initial term of one to three years.
- ii. If the initial appointment is for one year, the Assistant Professor will be evaluated for renewal based on the set criteria at the end of the first six months by their Department Chair. An appointment to the rank of full-time Assistant Professor will be renewed automatically for one additional year unless the appointee is notified in writing to the contrary in accordance with the following deadlines: not later than March 1st of the first academic year of service if the current appointment expires at the end of that year, not later than December 15th of the second academic year of service if the current appointment expires at the end of that year, and not later than August 1st prior to the third or any subsequent academic year of service if the current appointment expires at the end of that year. For appointments beginning at times other than the start of an academic year, the institution may adjust the

notice of nonrenewal dates accordingly by specifying such adjustments in the initial contract or letter of appointment.

- iii. An Assistant Professor who has been appointed for a sixth year shall receive, no later than the sixth year, a formal review for tenure and promotion to Associate Professor. A full-time appointee who has completed six consecutive years of service as an Assistant Professor, and who has been notified that tenure has been denied, shall be granted an additional and terminal one-year appointment in that rank, but, barring exceptional circumstances, shall receive no further consideration for tenure.
 - iv. A faculty member may request early tenure review. Requests for early review must be made by July 1st of the year in which review is desired. It is recommended that the faculty member consult with the Department Chair prior to reaching a final decision to pursue early tenure review. It is the responsibility of the faculty member to notify their Department Chair, the Dean, and the APT Chair of their intent to apply by the deadline.
 - v. A full-time appointee who has applied for early tenure and who has been notified that tenure has been denied, shall be permitted one additional opportunity to apply for tenure during the mandatory tenure-review year without prejudice provided the faculty member's appointment extends to the mandatory tenure-review year.
 - vi. Review for promotion or tenure will cease upon the Department Chair's notification of APT committee that the faculty member has separated from the School.
- b. Appointments at the Rank of Associate Professor or Professor
- i. A Tenure Track appointment made at the rank of Associate Professor or Professor shall be for a term of one to four years. In the case of an individual having no prior teaching experience, she/he may be appointed and reappointed one time, with the combined Tenure Track appointment periods not to exceed a maximum of six years.
 - ii. An Associate Professor or Professor with teaching experience who is appointed without tenure shall receive a formal review for tenure during the period of initial appointment in accordance with the following deadlines. The appointment shall terminate at the end of the appointment period unless the appointee is notified in writing that he/she has been granted tenure or is reappointed given she/he did not have teaching experience.
 - iii. If the appointment is for an initial period of one year, then the formal review must be completed, and written notice must be given that tenure has been granted or denied, by March 1st of that year.
 - iv. If the appointment is for two years, then the formal review must be completed, and written notice must be given that tenure has been granted or denied, by no later than December 15th of the second year.

- v. If the appointment is for more than two years, then the formal review must be completed, and written notice must be given that tenure has been granted or denied, by no later than August 1st prior to the beginning of the final year of the appointment. For appointments beginning at a time other than the start of an academic year, the SON may adjust the notice of tenure denial dates accordingly by specifying the adjustments in the initial contract or letter of appointment.
- vi. If the appointment is for three or more years, the faculty member may request early tenure review. Requests for early review must be made by July 1st of the year in which review is desired. It is recommended that the faculty member consult with the Department Chair prior to reaching a final decision to pursue tenure. It is the responsibility of the faculty member to notify their Department Chair, the Dean, and the APT Chair of their intent to apply by the deadline.
- vii. A full-time appointee to the rank of Associate Professor or Professor who has applied for early tenure and who has been notified that tenure has been denied, shall be permitted to apply for tenure once again without prejudice. The application for tenure will be in the final year of the initial appointment or reappointment in the case of the applicant without teaching experience.
- c. Appointments to the rank of Associate Professor or Professor may carry immediate tenure provided any such appointee has been reviewed for tenure and is approved by vote of the tenured members of the APT, approved by the Dean, and by the President.
- d. Promotion to the rank of Professor carries immediate tenure. Consequently such promotions may only be awarded subsequent to formal tenure review and an award of tenure.

9. Non-Tenure Track Appointments

Faculty appointed to Non-Tenure Track ranks on a full-time (10 or 12 months per year) basis for at least one academic year shall receive notice of non-renewal of appointment based upon their length of continuous full-time service in such ranks. If this service is less than seven years, at least 90 days' notice is required. If this service is seven years or more, at least six months' notice is required. If the required notice is not provided prior to the termination of the then-current contract, this condition may be remedied by extending the contract by the number of days necessary to meet the notice requirement.

10. Emeritus Faculty

- a. Per UMB policy on Emeritus Status for Faculty (UMB II-1.00(G)), ordinarily, a candidate for emeritus status shall have been a member of the faculty at UMB for at least ten years and shall have attained the rank of Professor with tenure. Emeritus status is not awarded solely for the years in service. The years of service and academic rank requirements may be waived by the President if the significance of the candidate's contribution to a School, UMB, or the candidate's field so warrants. A Non-Tenured or lower rank faculty member may be awarded

emeritus status if other policy requirements are satisfied, as determined by the President.

A faculty member may be awarded emeritus status only if the faculty member has retired or announced a retirement date and filed all official documents required to request retiree status.

- b. Pending approval by a majority vote of APT, the Chair of APT will recommend that the Dean, upon the approval of the President, make the emeritus appointment.

B. Promotion

1. To be considered for promotion to any rank, the candidate must possess at a minimum the qualifications listed for that rank. Possession of the minimum qualifications for a rank does not guarantee promotion to that rank.
2. Faculty members considering promotion must meet with their Department Chair to evaluate their potential for promotion before making a formal application. It is the responsibility of the faculty member to notify their Department Chair, the Dean, and, when applicable the APT Chair, of their intent to apply by the deadline.
3. Clinical Instructors seeking promotion to the rank of Nursing School Assistant Professor, Research Assistant Professor, or Assistant Professor are required to submit a letter of request for promotion and CV to their Department Chair. If supportive of promotion, the Department Chair will prepare a nomination letter to the Dean stating a recommendation for promotion and the role of the candidate at the SON. The Dean, if supportive of promotion, will send a letter of recommendation to the Provost for review and approval.
4. Faculty seeking promotion to the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, or Research Professor, are required to submit a nomination letter, addressed to the APT Chair, from their Department Chair stating a recommendation for promotion to a specified rank and the role of the candidate at the SON. The Department Chair will review the candidate's packet in preparation for preparing the nomination letter. The packet must also include the candidate's CV, self-evaluation and five publications or other peer-reviewed evidence of scholarly productivity. External reviews or evaluations will be sought by the APT Committee.

C. Tenure

1. Applicants for tenure must hold the rank of Associate Professor or Professor or must be approved for appointment or promotion to one of these ranks at the time tenure is awarded.
2. Tenure relates only to the academic appointment and there is no tenure in administrative roles or responsibilities including, for example, dean, associate and assistant deans, chairpersons, and directors. Although faculty performing administrative roles or responsibilities are eligible for tenure, tenure is only granted based on the performance in the academic portion of their position.

3. Tenure may be granted only after an affirmative decision based upon a formal review by APT (described in VII. Review Procedures section of this document). Tenure may be granted only to those applicants who demonstrate a consistent pattern of development and achievement in teaching, research scholarship, and service, and who show promise for continued achievement throughout their careers.
4. When tenure is awarded, it is awarded within the SON. A deadline for obtaining tenure may be extended one year due to parenthood or extraordinary personal or professional circumstances upon recommendation of the Department Chair and Dean, and final approval of the Provost.
5. An academic year in which a faculty member has an approved leave of absence for more than six months will not be counted towards time on the Tenure Track. This provision may be invoked only once during the Tenure Track period.

IV. Criteria for Teaching Effectiveness

Excellence in teaching is basic to fulfilling the University's and School's missions. Therefore, demonstrated excellence in teaching should accompany the appointment at or promotion to any rank and tenure. In the case of initial appointment at the rank of Assistant Professor reasonable promise of excellent teaching is expected and academic preparation for teaching is preferred.

A. Tenure Track Positions

1. Assistant Professor

Demonstrates competence and creativity in teaching activities. Demonstrates evidence of depth of knowledge in area of specialization. Contributes to curriculum development, implementation, and evaluation.

2. Associate Professor

Demonstrates excellence in teaching activities. Recognized nationally as expert in area of specialization. Provides internal leadership in curriculum development, implementation, and evaluation. Mentors students and faculty as appropriate.

3. Professor

Demonstrates sustained excellence in teaching activities. Recognized nationally and internationally as expert in area of specialization. Provides national and international leadership in program and/or curricular development and evaluation. Mentors students and faculty.

B. Standards of Performance

Teaching competence, creativity, depth of knowledge, and excellence can be demonstrated in the following kinds of activities, although this list is not intended to be exhaustive:

1. Classroom/practice instruction that demonstrates a thorough knowledge of content and a mastery of appropriate instructional techniques.
2. Development and/or application of innovative teaching strategies.
3. Contribution to the School's continuing education and training programs.
4. Promotion of academic excellence through course and curriculum development, evaluation, and revision within the School and/or in collaborative interdisciplinary or interprofessional education.
5. Support and guidance of students to promote learning, including professional and academic advising.
6. Integration of appropriate and innovative use of technology in teaching and learning.
7. Contribution to graduate education including serving on committees for culminating student projects and/or dissertations.
8. Development of educational resources, including media materials and educational software.
9. Service as a site visitor for accreditation and/or a consultant to evaluate effectiveness of educational programs at other institutions.

V. Criteria for Scholarship in Research or Scholarship in Practice

Excellence in scholarship is basic to fulfilling the University's and School's missions. Therefore, demonstrated excellence in scholarship should accompany the appointment at or promotion to any rank and tenure. For Tenure Track appointments, scholarship is focused on research. For Non-Tenure Track appointments, scholarship is focused on practice. In the case of initial appointment at the rank of Assistant Professor, reasonable promise of excellence in scholarship is expected.

Excellence in research is fundamental to the School's mission of advancing the science of nursing and health and achieving excellence in its educational programs. Therefore, consideration of research productivity should accompany the award of tenure or promotion at any rank in the Tenure Track. In the case of initial appointment at the rank of Assistant Professor without tenure, reasonable promise of excellence and productivity in research is expected. Productivity is defined as conducting research, participating in collaborative or interdisciplinary studies, being the principal investigator or a co-investigator who makes substantial contributions towards peer-reviewed externally funded studies, presenting research results at scholarly forums, and publishing research methods and results.

A. Tenure Track Positions

1. Assistant Professor

Demonstrates competence and productivity in research. Demonstrates evidence of a focused area of research with specialized knowledge. Conducts research and disseminates findings within this area of specialization. Has received or

sought funding to support research. Shows promise of leading, and contributing as a collaborator, on research activities and mentorship of doctoral students. Recognized at the local and regional level as an expert in area of specialization.

2. Associate Professor

Demonstrates excellence in research by sustained productivity, especially by being a principal investigator or co-investigator on externally funded research grants, with a substantial contribution on peer-reviewed competitive external funding, and by publications in peer-reviewed journals. Recognized nationally as an expert in area of specialization. Mentors doctoral students and faculty in research.

3. Professor

Demonstrates sustained excellence and consistent productivity in research activities by being a principal investigator with peer-reviewed competitive external funding. Recognized nationally and internationally as an expert in area of specialization and provides leadership by making substantial contributions to knowledge in area of specialization. Mentors doctoral students and faculty in research.

B. Standards of Performance

Research excellence can be demonstrated in the following types of activities, although this list is not intended to be exhaustive.

1. Consistent production of data-based publications and/or publications that address conceptual, methodological, or health policy research issues in high-quality peer-reviewed intra- and/or interdisciplinary journals. Some peer-reviewed, data-based publications must be first authored.
2. Dissemination of data-based scholarship at peer-reviewed scientific meetings at regional (Assistant), national (Associate), or national and/or international (Professor) levels.
3. Obtaining peer-reviewed external funding for research which results in data-based publications.
4. Substantive participation in interdisciplinary collaborative research projects/initiatives.
5. Serving as a reviewer of research proposals for regional (Assistant), national (Associate), or national and/or international (Professor) review or study committees.
6. Serving as a peer reviewer and/or editorial board member of scholarly journals in area of research and scholarship.
7. Consultation as an expert in chosen area of research at regional (Assistant), national (Associate), or national and/or international (Professor) levels.

8. Mentoring faculty and students including direction of doctoral dissertations or other final scholarly doctoral products.

C. Non-Tenure Track Positions

Practice scholarship is fundamental to the School's mission of achieving excellence in educational programs and providing leadership in collaborative, interprofessional, and innovative nursing practice. Therefore, consideration of practice scholarship should accompany appointment or promotion at any rank. Practice is broadly defined to include clinical, educational, research, theoretical, technological, leadership, administrative, historical, policy, or other activities that are related to the discipline of nursing or health.

1. Nursing School Assistant Professor

Demonstrates competence and productivity in practice scholarship. Demonstrates evidence of a focused area of practice with specialized knowledge. Demonstrates scholarship related to practice and disseminates findings within this area of specialization. Recognized at the regional level as an expert in area of specialization.

2. Nursing School Associate Professor

Demonstrates excellence in practice scholarship by sustained productivity, especially by being a principal investigator or co-investigator with a substantial contribution on peer-reviewed competitive external funding and by publications in peer-reviewed journals. Recognized nationally as an expert in area of specialization. Mentors students and faculty in practice scholarship.

3. Nursing School Professor

Demonstrates sustained excellence and consistent productivity in practice scholarship by being a principal investigator with peer-reviewed competitive external funding. Recognized nationally and/or internationally as an expert in area of specialization and provides leadership by making substantial contributions to knowledge in area of specialization. Mentors students and faculty in practice scholarship.

B. Standards of Performance

Practice excellence can be demonstrated in the following kinds of activities, although this list is not intended to be exhaustive.

1. Publication of innovative practice models, systematic reviews, outcome evaluation results, reports and evaluations of new practice methods, evidence-based policies, and programs in high-quality peer-reviewed journals.
2. Development, implementation, and management of new health service/practice strategies emphasizing nursing's unique role in health care.
3. Presentations on innovative practice strategies at the regional (Assistant), national (Associate), or national and/or international (Professor) levels.

4. Consultation related to your practice scholarship at the local (Assistant), national (Associate), or national and/or international (Professor) levels to organizations and institutions.
5. Obtaining funding for health services practice sites, personnel, and training or educational programs that result in dissemination of innovative teaching/practice models, outcome evaluation results, reports, and evaluations of new practice methods and programs.

VI. Criteria for Service

The SON is committed to serving the University, the profession, and the community. A significant contribution in the area of service is expected of all faculty members. For appointment at or promotion to any rank and tenure, a continuing and relevant record of service should be demonstrated.

A. Tenure Track Positions

1. Assistant Professor

Participates in regional professional service activities.

2. Associate Professor

Demonstrates excellence in national professional service activities.

3. Professor

Demonstrates sustained excellence in national and/or international professional service activities.

B. Standards of Performance

Excellence in service can be demonstrated in the following types of activities and achievements, although this is not intended to be an exhaustive list.

1. Service to the School, University, and University System

- a. Serves on (Assistant), chairs or provides leadership (Associate/Professor) to Department, School, University, or University System committees/councils.
- b. Represents the School or University and profession in the community.
- c. Advises student organizations.
- d. Receives service awards for service to the School, University, or University System.

2. Service to the Profession

- a. Holds office, chairs committee, or takes leadership position in professional organizations at local/state/regional (Assistant), national (Associate), or national and/or international (Professor) levels.
 - b. Serves on policy-making bodies; influences development of regulations and legislation; advocates in area of expertise at local (Assistant), state (Associate), and/or national/international (Professor) levels.
 - c. Organizes, designs, and/or leads conferences and workshops at local/ state (Assistant), state/national (Associate), or national and/or international (Professor) levels.
 - d. Reviews journal manuscripts (Assistant) and serves as editor or on editorial advisory boards (Associate/Professor).
3. Service to the Community
- a. Participates in community activities that promote health, well-being and/or community goals.
 - b. Serves as member, holds office, or chairs local community groups, health agency boards, etc., as related to professional expertise.
 - c. Provides consultation in area of professional expertise to government agencies, schools, nonprofit organizations, and businesses on a voluntary basis.
 - d. Engages in public speaking, testimony, or publications that make use of professional expertise to provide information to the community or contribute to the development of government policy and legislation.
 - e. Receives service awards for service to the community related to professional expertise.

VII. Review Procedures Requiring Action by the APT Committee

An application for appointment to Clinical Instructor, Assistant Staff Scientist, Affiliate Assistant Professor, Affiliate Associate Professor, or Affiliate Professor is acted upon directly by the Dean, upon recommendation of the Department Chair. The dossier includes the applicant's curriculum vitae and the Department Chair's letter.

An application for appointment or promotion to Assistant Professor, Research Assistant Professor, or Nursing School Assistant Professor is not reviewed by the APT Committee but is acted upon directly by the Dean and approved by the Provost on the basis of a recommendation by the Department Chair. The contents of the dossier are described in VII. D. Dossier for Provost or President Approval.

An application for appointment, promotion, and/or tenure to the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, Research Professor, Visiting Associate Professor, and Visiting Professor are reviewed by the APT Committee but is acted upon directly by the Dean and approved by the

President on the basis of a recommendation by the Department Chair. The contents of the dossier are described in VII. D. Dossier for Provost or President Approval.

A. Appointments or Promotions Requiring APT Review - APT Committee Structure

1. The APT Committee is a standing committee of the Faculty Council and its members are elected by the faculty.
 - a. The membership shall be composed of at least two and no more than four Professors (e.g., Professors, Nursing School Professors, Research Professors), and four Associate Professors (e.g., Associate Professors, Nursing School Associate Professors, Research Associate Professors). At least two Professors must be tenured; the remaining Professors may be non-tenured. Two Associate Professors must be tenured and two must be Non-Tenure Track.
 - b. The Dean, Associate Deans, Assistant Deans, and Department Chairpersons are not eligible to serve on the APT Committee.
 - c. The term of office shall be for two academic years, with half the membership elected annually, whenever possible. Members must have been on the faculty in a full-time faculty position for at least one year with a primary appointment to the SON. Members may serve more than two consecutive terms if needed to properly constitute committee membership. Faculty members shall not be members of the APT Committee during the academic year that they will apply for promotion and/or tenure.

B. APT Committee Functions

1. The APT Committee performs the following functions.
 - a. The APT Committee reviews and makes a recommendation on all full-time appointments at the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, Research Professor, and all promotions to those ranks. The APT Committee also reviews and makes a recommendation on any Affiliate appointment to School of Nursing of a university employee from another UMB school who is without a faculty appointment at the other UMB school. The Committee also reviews all applications for tenure and provides advisement for faculty who wish to apply for promotion and/or tenure.
 - b. The APT Committee reviews and votes on all recommendations for emeritus rank.
 - c. The APT Committee reviews all materials related to tenure (if applicable) or promotion requests for the academic ranks of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, Research Professor, and Emeritus and makes a recommendation to the Dean.
 - d. Action by the APT Committee is taken by an anonymous ballot, and the vote is reported in the written recommendation to the Dean.

- e. An affirmative majority of those eligible to vote is required for a recommendation regarding promotion or tenure.
- f. Only tenured Committee members may vote on applications for tenure; and only committee members at rank of Professor (including Professors, Nursing School Professors, and Research Professors) may vote on applications for appointment or promotion to the rank of Professor, Nursing School Professor, or Research Professor.
- g. The APT committee conducts pre-tenure advisement for advancement to the Associate Professor and Professor. No later than during the fourth year of appointment, each Tenure Track faculty will participate in a mandatory pre-tenure advisement session to review their progress toward tenure and/or promotion. Non-Tenure Track faculty may also request to meet with APT for promotion advisement. Faculty members will provide materials including CV and draft of self-evaluation to assist in this advisement.
- h. The APT Committee conducts comprehensive review of tenured faculty in accordance with University policy (UMB II-1.19). Each tenured faculty member of the SON shall complete a comprehensive review at least once every five years.
- i. Members of APT shall consider the possibility of a conflict of interest or the appearance of a conflict of interest in consideration of policies or candidates and will recuse themselves accordingly. Member of APT who have a close personal or business relationship with a candidate will recuse themselves from consideration of the candidate.
- j. The Dean's Office will send a schedule for tenure and/or promotion actions to the chair of APT before the start of the academic year, taking into account the schedule established by UMB policy. A faculty member will notify the Department Chair and Dean of their intent to apply by the July 15th deadline.

C. Promotion and Tenure Procedures

1. Each applicant for tenure and/or promotion should inform their Department Chair and Dean by July 15th of the academic year in which the application is to be considered their intent to apply for tenure and/or promotion.

Each applicant must submit a list of the names of individuals who will be providing letters of support for the candidate to their Department Chair by August 15th of the academic year in which the application is to be considered and must submit an unbound original packet to the Department Chair by October 1st of that year.

All materials generated in consideration of the applicant for appointment, promotion, or tenure shall be considered confidential, to the extent permitted by law. This includes the identities of the reviewers solicited and the contents of the letters obtained. No information should be disclosed to the candidate or to persons having no role in the administration of appointment, promotion and tenure policies of the School.

The packet shall consist of:

- a. A cover letter that requests consideration of promotion to a particular rank and/or tenure and states that all documents are current and accurate.
- b. Curriculum Vitae
 - i. The applicant's curriculum vitae must be signed and dated.
 - ii. The CV must include the statement: "This is to certify that my curriculum vitae is a current and accurate statement of my professional record."
 - iii. The CV must clearly designate publications that are "data-based".
- c. Self-Evaluation (limited to 6 single-spaced pages using 12 pt. font)
 - i. A narrative description of how the applicant meets the criteria for promotion and/or tenure in the areas of teaching effectiveness, research and/or scholarship, practice (if applicable), and service to the community, profession, and institution.
 - ii. Emphasis should be placed upon the preceding five years or for the full period of service at the rank of Assistant Professor (Tenure Track) if the application is for promotion to Associate Professor with tenure.
- d. Publications

Up to five of the applicant's most significant publications, especially articles published in nationally recognized peer-reviewed journals.
- e. Additional Supporting Documents
 - i. Teaching Effectiveness
 - (1) Official copies of all teaching evaluations by students, including CEQ results, obtained during the preceding five years. These copies shall be attached to the packet by the Department Chair.
 - (2) Copies of peer and supervisory reviews of teaching. These copies shall be attached to the packet by the Department Chair.
 - (3) Letters from a minimum of three students/alumni, including graduate students, if the applicant has advised graduate students. These letters shall be solicited by the Department Chair and forwarded directly to the Chair of the APT Committee.
 - ii. Research Scholarship or Practice Scholarship
 - (1) Notification of acceptance for any articles indicated in the CV as "accepted for publication."

- (2) If an applicant has participated in externally funded research or practice projects as a co-principal investigator, co-investigator, or similar responsibility, a letter from the principal investigator of the project detailing the applicant's responsibilities and achievements, shall be forwarded directly to the APT Committee.
- (3) Supporting materials such as letters from clinical or other institutional managers/directors, supervisors, or peers addressing practice scholarship and leadership, if appropriate.
- (4) Current certification, if appropriate.

iii. Service (Letters of Verification)

Service to school, profession, and community may be reflected in award citations, certificates of appreciation, or other supportive documents.

iv. Letters of Evaluation

- (1) A letter of evaluation of the candidate from the Department Chair shall be addressed to the Chair of the APT Committee and delivered confidentially by the Department Chair to the Chair of APT. The letter will include an appendix summarizing the faculty assigned Work Load Units and a summary of the course and faculty teaching evaluations over the relevant performance period and indicate the type of appointment (12 month or 10 month).
- (2) Letters of evaluation from three faculty members at UMB shall be requested by the applicant. The letters shall be solicited from full-time faculty of higher rank than the applicant. Preferably, the letters should be requested from faculty having the same emphasis as the applicant (research or practice) and having direct knowledge of the applicant's teaching, research scholarship or practice scholarship, and service.

v. Letters of Support (Optional)

- (1) The applicant may request up to three letters of support from other USM faculty of any rank.
- (2) The applicant may request up to three letters of support from recognized experts in the faculty member's field.

f. External Letters of Evaluation

Each applicant shall furnish a list of at least five persons external to the University of Maryland System who are qualified to serve as external reviewers. Eligible external reviewers must be at the same or higher rank for which the applicant is applying and tenured at their institution if applying for tenure. External reviewers from peer institutions will be given preference. The applicant should not contact these individuals as the APT committee will select which individuals from the list to contact. The applicant should provide:

- i. A brief biosketch for each individual proposed.
- ii. Current contact information (email, phone number).
- iii. Any information regarding potential conflicts (co-authorship, co-investigator, etc.).

2. APT Committee Review Procedures

- a. The Department Chair will add a table of contents and supporting materials to complete the packet.
- b. The Department Chair will retain the original hard copy and forward an electronic password protected copy of the entire packet plus a separate electronic password protected copy of the documentation of professional accomplishments (self-evaluation, CV, and up to 5 publications) to the Chair of the APT Committee by October 15th.
- c. The APT Committee will solicit a minimum of four letters of evaluation from reviewers external to UMB taking into consideration the applicant's suggestions for reviewers. The Committee shall avoid selecting a reviewer who serves/served as the applicant's doctoral adviser, former colleague, or collaborator.
- d. The APT Committee sends each external reviewer the CV, the self-evaluation, a copy of the publications submitted to the Committee by the applicant, and a copy of the appendix from the Department Chair's letter summarizing the faculty assigned Work Load Units and a summary of the course and faculty teaching evaluations over the relevant performance period.
- e. The Committee asks the external reviewers to comment on the candidate's research scholarship or practice scholarship record, teaching effectiveness and service achievements. The UMSON criteria for teaching effectiveness, research scholarship, or practice scholarship, and service are sent to external reviewers as reference.
- f. The Committee assembles all materials, thoroughly reviews all documents, votes on rank and/or tenure and finally prepares and sends a summary of their review and recommendation to the Dean.

3. Dean's Role in Tenure and/or Promotion

- a. The Dean's Office will send a schedule for tenure and/or promotion actions to the Chair of APT before the start of the academic year, taking into account the schedule established by UMB policy.
- b. The Dean reviews the recommendation made by the APT Committee and all materials pertaining to the applicant's request. If the Dean determines that tenure or promotion should not be granted, this will be the School's final action.

- i. If the Dean's recommendation is positive, the recommendation will be forwarded for further action as required by campus policy. The Dean will inform the applicant, in writing, of the decision.
- ii. In the event of a negative decision regarding tenure or promotion, the Dean will indicate to the applicant, either orally or in writing, which criteria were not satisfied. This communication shall be consistent with the confidentiality prescribed by APT policies and procedures.

D. Dossier for Provost or President Approval

When the Provost or President approval is being sought the appointee or candidate's dossier must include the following:

1. A signed dated copy of the curriculum vitae, which the faculty member has certified to be complete and accurate. The curriculum vitae should include this statement – "This is to certify that my curriculum vitae is a current and accurate statement of my professional record."
2. A letter from the Dean recommending the action – appointment, promotion, or granting of tenure including the Dean's assessment of the role and contribution of the faculty member in the School's academic program.
3. A detailed statement of the APT Committee's evaluation of the appointee/candidate and the committee's action on the appointee/candidate, including the vote of the committee. This must be in the form of a letter from the APT Chair to the Dean.
4. Three (3) to five (5) external evaluations from appropriate senior scholars who fulfill the requirements of the School Policy regarding external evaluations. If an exception to policy concerning senior scholar participation is requested by a School, the request must be made to the Provost before the external evaluators are named.
5. All external evaluations must be included in the dossier. In addition to the external evaluations, the dossier must contain a succinct statement of the reason each external reviewer is qualified to evaluate the appointee/candidate. Curriculum vitae of external reviewers should not be included in the dossier.
6. A letter to the Dean from the Department Chair stating the Department Chair's position on the appointment or promotion and/or granting of tenure.

E. Post Tenure Review Process

Each academic year the Dean's Office will issue a schedule for post tenure reviews taking into account the schedule established by the UMB policy.

1. The review is based on the following principles.
 - a. The review is a collegial assessment of the individual's professional achievements in teaching, research/scholarship, and service;

- b. The review is based on performance expectations and individual goals that are consistent with the School's mission and strategic initiatives and the School's Appointment, Promotion and Tenure Criteria; and
 - c. Per the UMB Policy on the Comprehensive Review of Tenured Faculty (UMB II-1.19 (A)), the purpose of the review is to "promote the continuing professional development of the faculty, to improve academic programs, and to formally recognize long-term superior performance."
2. Review Body
- a. The Post Tenure Review Committee shall consist of three tenured faculty members from among the tenured members of the School's APT Committee, one of whom will be designated as the Chair of the Committee. If such an individual is not on the APT committee at that time, the Dean will appoint a faculty member from the appropriate Department. The Dean shall confer with the Chair of the APT Committee each year in the selection of members of the Post Tenure Review Committee. Selection of members, and appointment of the Chair of the Committee, is the ultimate responsibility of the Dean.
 - b. A faculty member may not participate in the post tenure review of any other tenured faculty member in the year in which he/she is subject to review.
 - c. No reviewers external to the school will be involved in the process.
 - d. The Dean, Associate Deans, Assistant Deans, and Department Chairpersons may not serve on the Post Tenure Review Committee.
3. Schedule for Review
- a. Each tenured faculty member shall be reviewed during the 12-month period following each anniversary that is a multiple of five of their appointment or promotion to a tenured position at the University of Maryland SON.
 - b. Separate reviews for consideration for promotion in rank may be substituted for post tenure review at appropriate times in the faculty member's career. In those cases, the appropriate review processes specified in the School's APT Policies and Procedures take precedence.
 - c. In cases where a tenured faculty member receives two consecutive annual reviews by the Department Chair indicating material deficiency in meeting expectations, the faculty member shall undergo a post tenure review under this policy in the following year.
4. Review Procedures
- a. The faculty member being reviewed will prepare and forward to their Department Chair and the Post Tenure Review Committee a written packet to include: a current curriculum vitae and a brief (maximum five pages double-spaced, 12 pt. font) self-evaluation report that addresses for the period under review the faculty member's:

- i. teaching, advising, and other educational activities;
 - ii. scholarly research activities;
 - iii. documented service activities to the school, university, and professional community; and
 - iv. where applicable, practice activities.
- b. The Post Tenure Review Committee may ask for additional documentation when necessary.
 - c. The Department Chair or the supervisor who completes the faculty member's annual review will provide the faculty member and the Post Tenure Review Committee with a written statement of the performance expectations for the faculty member for the period of review. The performance expectations will be based on the criteria for rank and goals that were mutually agreed upon by the faculty member and the Department Chair or supervisor for the review period.
 - d. The Department Chair or supervisor will provide an evaluation that includes a summary of the annual reviews conducted during the period for which the faculty member is being evaluated and an assessment of the faculty member's written report.
 - e. The faculty member will receive a copy of the Department Chair's evaluation.
 - f. The Post Tenure Review Committee shall prepare a written report based on the documentation submitted and the appropriate criteria for rank. The Committee shall evaluate the faculty member's performance as either meeting, or not meeting, the expectations for their rank.
 - g. A copy of the Committee's evaluation report shall be provided to the faculty member by the Chair of the Post Tenure Review Committee, who shall have an opportunity to submit a written response to the report within 15 business days.
 - h. Documentation of the post tenure review shall be forwarded to the Dean. Documentation, at a minimum, shall consist of: the faculty member's report, the Department Chair's statement of performance expectations, the Department Chair's evaluation, the Post Tenure Review Committee's report, and the faculty member's response, if any.
 - i. If the faculty member's performance is evaluated as meeting expectations, no further action is required.
 - j. If the review committee and the faculty member agree in their evaluation, the Dean shall report the findings as specified in section D.6.a. Reports. If the faculty member does not agree with the evaluation, the Dean shall make the final decision, based on the record, about whether the faculty member has met expectations. The faculty member shall be provided a copy of the Dean's report and may submit a written response to be included in the file.

- k. In the situation that a faculty member's performance is evaluated as not meeting expectations for their rank,
 - i. If the faculty member does not agree with the evaluation, the Dean shall make the final decision, based on the record, about whether the faculty member has met expectations. The faculty member shall be provided with a copy of the Dean's report and may submit a written response within 15 business days to be included in the file.
 - ii. A written development plan will be prepared by the Department Chair in consultation with the faculty member.
 - l. All documents related to the post tenure review shall be kept on file in the faculty member's personnel file in the Dean's Office.
5. Development Plan, if applicable
- a. The development plan will specify the steps needed to enhance the faculty member's performance. The plan shall include a procedure for evaluation or progress at stated intervals. If the faculty member and the Department Chair cannot reach agreement on the development plan the Dean will become involved to establish a plan. The plan shall be signed by the faculty member, the Department Chair, and the Dean no later than July 15th.
 - b. Progress in meeting the goals of the development plan shall be assessed at a follow-up review beginning one-year and thereafter annually, after the implementation of the development plan. The follow-up review may be deferred for one year if the Department Chair determines, following consultation with the Dean, that there has been insufficient time for significant progress under the plan.
6. Reports
- a. The Dean shall report to the Provost by July 31st of each year, the names of all faculty members for whom a comprehensive review was conducted during the preceding year, indicating whether the faculty member's performance was considered to meet expectations. For each faculty member whose performance was considered not to meet expectations, the Dean shall indicate that a development plan has been instituted as required.
 - a. If, as a consequence of the follow-up review, a faculty member is found not to be making sufficient improvement in performance in accordance with the development plan, a copy of the comprehensive review and the report of the follow-up review shall be forwarded to the Provost.
- E. Procedures for Recommendation of Emeritus Status for Faculty
- 1. Per the UMB policy on Emeritus Status for Faculty (UMB II-1.00(G)), recommendations for emeritus status shall be made in writing by a faculty member or Department Chair to the candidate's Dean. The Dean shall review the nomination

and, as appropriate, pending a review, vote and recommendation by the APT, make a recommendation to the President by forwarding a complete dossier to the Office of Academic Affairs.

The dossier shall include:

- a. A letter from the Dean to the President recommending the awarding of emeritus status, including the Dean's assessment of the candidate's contribution to the School or UMB;
 - b. A detailed statement of the School's evaluation of the candidate; and
 - c. A current copy of the candidate's curriculum vitae.
2. The President will communicate a decision to the Dean in writing. After receiving the President's letter, the Dean will prepare and issue a letter to the candidate with the President's decision. The President's decision is final and may not be appealed.

VIII. Appeals Procedure

- A. A faculty member whose application for tenure and/or promotion is denied may appeal the decision only on the following grounds: failure to follow stated policy, unlawful discrimination, or arbitrary and capricious action. Upon the filing of an appeal, a Special Review Committee will be named to evaluate the allegations of the appeal. Allegations of unlawful discrimination will be forwarded to the Office of UMB's Senior Vice President for Operations and Institutional Effectiveness for evaluation in accordance with UMB policies and procedures for Resolution of Complaints Alleging Discrimination.
- B. The following schedule shall apply to appeals.
 1. The request for appeal must be made in writing to the Dean no later than 30 calendar days after the faculty member has been notified about the decision.
 2. The Special Review Committee shall be appointed by the Dean within 15 business days of receipt of the appeal.
 3. The Special Review Committee shall convene within 10 business days of the appointment of the Committee.
 4. The Special Review Committee shall make a recommendation to the Dean no later than 40 business days after receipt of the appeal.
 5. Time limitations in these procedures for actions of the Special Review Committee may be waived by joint agreement of the appellant and Dean in the interest of giving full consideration to the issues.
 6. The Special Review Committee will consist of three members who hold the rank of Associate Professor or Professor in UMB. At least one must hold tenure in the SON, and other appointments may be sought outside of the SON from within UMB. Members of APT, Department Chairs, and Associate or Assistant Deans in the SON

are not eligible to serve on the Special Review Committee. The Dean appoints the Chair of the Special Review Committee.

7. The Special Review Committee will review the packet, all evaluations and supporting materials, and the recommendations made by the APT Committee and the Dean and may interview members of the APT Committee, the Dean, and the Department Chair, if applicable. Hearings shall be closed. The appellant shall be given an opportunity to present the appeal in person to the Special Review Committee. The Committee shall determine, based upon a preponderance of the evidence, whether each allegation is supported. The Committee will vote and shall make specific written findings as to each allegation, indicating, for each, what evidence supports the finding. The Committee shall recommend whether the decision appealed should be upheld or reversed.
8. The Special Review Committee shall make a report to the Dean. Any Committee member who dissents from a majority decision may prepare a statement of dissent, addressing the allegations to the same extent that they must be addressed by the Committee, and this written dissent shall be appended to the Committee's report. Both the Committee report and any dissent are confidential and shall not be disclosed to the appealing faculty member. The Dean will consider the report.
9. If the report of the Special Review Committee does not uphold the Dean's recommendation, the decision and all records kept by the Special Review Committee, together with all notes or other documentation of communications will be forwarded to the Provost with a recommendation for action under the appropriate campus policy.
10. If the Special Review Committee's report upholds the Dean's recommendation, the records kept by the Special Review Committee, together with all notes or other documentation of communications, shall be transferred to the Dean's Office at the conclusion of the review by the Special Review Committee.

IX. Faculty Search Procedures

A. General

1. All searches will be conducted in accordance with UMB's Faculty Search and Selection procedures.
2. After justifying a need for a new faculty position or the filling of a vacancy, the Department Chair should obtain approval from the Dean to initiate a search.
3. The SON will make its faculty recruitment broadly known through advertising in order to identify highly qualified prospective faculty.
4. The appointment of a new faculty member at .5 FTE or greater, in the following ranks: Clinical Instructor, Assistant Professor, Associate Professor, or Professor; Nursing School Assistant Professor, Nursing School Associate Professor, or Nursing School Professor; and Research Assistant Professor, Research Associate Professor, or Research Professor; Tenure Track or Non-Tenure Track, must follow a search to identify the new faculty appointee.

5. Regional or national searches are required for the appointment of faculty of .8 FTE and above in above-listed ranks.
6. The search committee will seek to build and maintain diversity among the faculty, including, but not limited to, as it relates to race, color, religion, national origin or ancestry, sex, sexual orientation, gender identity or expression, physical or mental disability, marital status, protected veteran's status, age, professional attributes, and areas of specialization.
7. Current SON faculty members may apply for a new faculty position or to fill a vacancy following a credentials review appropriate to the position being sought.
8. The Provost may make an exception to current UMB policy when a School recommends an exception and Human Resource Services (HRS) concurs that the action is consistent with affirmative action obligations of UMB.
9. In the case of inter-institutional appointments, interdepartmental appointments, and appointments in new academic units, the Department Chairperson(s), in consultation with the APT Committee, as appropriate, will recommend the nature of the appointment to the Dean, who will take the necessary action to finalize the appointment.

B. Search Committees

1. Each search will be carried out in compliance with the SON Search Procedures.
2. The Dean (for faculty positions that also include an administrative appointment) or Department Chair will appoint a representative who will manage the search process for the School and serve as a liaison with the Human Resource Services Office and its Diversity, ADA and Affirmative Action unit.
3. The final candidate will be selected by the Dean in consultation with the Department Chair, for non-administrative faculty appointments
4. If the candidate is to be appointed at the rank of Associate Professor, Professor, Nursing School Associate Professor, Nursing School Professor, Research Associate Professor, or Research Professor, the Dean or Department Chair will forward the credentials of the candidate to the School's APT Committee for a recommendation concerning rank and tenure, if applicable. The APT Committee will review the candidate's credentials and make a recommendation on the basis of the criteria stated in the APT Policies and Procedures.
5. When all University-level approvals have been secured, the Dean will extend an offer of employment.

X. Resignation or Termination

- A. A term of service may be terminated by the appointee by resignation, but it is expressly agreed that no resignation shall become effective until the termination of the

appointment period in which the resignation is offered except by mutual written agreement between the appointee and the President of UMB or designee.

- B. The President may terminate a faculty member for cause per University System of Maryland policy.
- C. Notwithstanding any other provisions to the contrary, the appointment of any non-tenured faculty member 50% or more of whose compensation is derived from research contracts, service contracts, gifts or grants, shall be subject to termination upon expiration of the research funds, service contract income, gifts or grants from which the compensation is payable.