

**College of Arts and Humanities
Department and Program of Women’s Studies
Plan of Organization**

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Preamble

The Department of Women's Studies is an academic unit of the College of Arts and Humanities. In 2014, it merged with the Lesbian, Gay, Bisexual, and Transgender Studies (LGBT) Program, which had been for many years under the auspices of the Dean of Undergraduate Studies. The Department offers both graduate and undergraduate degrees.

Women's Studies is an interdisciplinary field of inquiry analyzing structures of power, especially as they are grounded in gender, race, sexuality, ethnicity, nationality, ability, and other inequalities, and as they configure historical and contemporary struggles for social change. We see our Department as a force for change in the world, change which strives to achieve intellectual freedom, social justice, and equality for all people.

Core faculty, that is, faculty holding full or joint appointments directly in the Department of Women's Studies, administer the Department and teach the required courses for the undergraduate major, minors, and certificates as well as the graduate certificates and degrees. (The administrative division of labor between TTK and PTK faculty in the Department will be spelled out later in this document.) Affiliate faculty hold appointments in other academic units across campus and teach courses or conduct research in areas related to women, gender, and/or sexuality. Affiliate faculty are integral to both the scholarly and pedagogical life of the Department.

The Department of Women's Studies has a commitment to the widest possible circles of inclusion. Our constituency is broadly defined, and we feel a responsibility to meet the needs of the larger community of scholars doing research on women, gender, race, and sexuality both within the University and outside the boundaries of the University. Although the Women's Studies Program ceased to exist within the official campus bureaucracy after the Department came into existence, core and affiliate faculty and staff have created an informal program structure to continue the many benefits of a campus-wide community of scholars and teachers in Women's Studies. Guidelines for the operation of that informal program appear in section I. I. of the present document. All other sections refer to the Department.

This Plan of Organization describes a structure through which the Department of Women's Studies will carry out its academic mission within the larger structure of the University, with due regard for the professional and personal welfare of individual members of the departmental community: its faculty, staff, graduate and undergraduate students.

I. Shared Governance

A. Committee of the Whole

1. Membership in the Committee of the Whole, the unit-wide assembly required by the University, includes all of the Department's tenured and tenure-track faculty, professional-track faculty, adjunct faculty, and staff. It also includes a representative of the Department's graduate student body elected by all of the Department's graduate

students in an election organized by the Women's Studies Graduate Student Association and an undergraduate representative elected by the majors in an election organized by the Undergraduate Committee as well as an undergraduate representative elected by the combined group of minors and certificate students in an election organized by the Undergraduate Committee.

2. The Committee of the Whole will be convened once a year to discuss issues that affect all members of the Department, for example, operational and commemorative matters.
3. The Chair of the Department presides over meetings of the Committee of the Whole.

B. Faculty Assembly

1. The Faculty Assembly is responsible for all academic decisions concerning courses offered and all requirements for the certificate and degree programs. This committee shall be composed of all tenured and tenure-track faculty (TTK); professional track faculty (PTK) who are appointed on ongoing, multi-year contracts; the assistant director/undergraduate advisor; and one graduate student elected by all of the Department's Ph.D. students in an election organized by the Women's Studies Graduate Student Association. Other members of the staff will attend the Assembly at the request of the Chair. No affiliate faculty are members of the Faculty Assembly. This is a governing body of the Department.
2. The Faculty Assembly shall meet no fewer than three (3) times a semester.
3. The Department Chair presides over meetings of the Faculty Assembly.
4. The tenured and tenure-track faculty in the Faculty Assembly are responsible for admissions to graduate programs.
5. Except in cases explicitly noted in this Plan of Organization, all members of the Faculty Assembly have voice in discussing issues before the Assembly. Only faculty members exercise the vote. These include both the TTK and PTK members of the Faculty Assembly.
6. The graduate student representative may not be present for any discussion that evaluates individual graduate students or prospective graduate students.
7. Fifty-one percent of the voting members of the Faculty Assembly who are not on leave at the time of a meeting constitute a quorum. Counted as present are members attending in person or remotely.

C. Faculty Advisory Council

1. Because the Department is small, the Faculty Assembly as a whole serves as the advisory council to the Chair.
2. When the body is convened to serve as the Faculty Advisory Council, the members of the Council will nominate one of its members to serve as chair for the meeting. This person will serve in this capacity for one year. The chair of the advisory council will set the meeting's agenda and convey to the Chair of the Department any issues or concerns that the council members may have.
3. The Faculty Advisory Council will meet at least once per semester.
4. As required by the University, the Chair of the Department will report to the Faculty Advisory Council on the departmental budget and other matters pertaining to the administration of the Department. The body will provide counsel to the Chair on these issues.
5. The Faculty Advisory Council may nominate candidates from which the Chair appoints departmental committees.
6. The Faculty Advisory Council may nominate candidates from which the Dean or other administrators outside the Department may appoint representatives to participate in the search, nomination, and review of administrators within the Department, excepting the search for Chair of the Department. Procedures for nominations in that case are outlined in the section on the Department Chair.
7. All members of the Faculty Advisory Council have voice in discussing issues before it. Only faculty members exercise the vote. These include both TTK and PTK members of the Faculty Advisory Council.

D. Department Chair

1. The Chair of the Department of Women's Studies reports to the Dean of the College of Arts and Humanities and is the chief academic, administrative, and financial officer of the unit, whose major duties are specified in the College Plan of Organization.
2. The Chair is appointed by the Dean of the College. When the Dean organizes a search or renewal committee for Chair of the Department, the Department will nominate candidates for that committee. The faculty members in the Faculty Advisory Council will nominate candidates from a range of faculty ranks. The full staff will also nominate a candidate from their number. All graduate students will participate in the nomination of candidates from their community through an election organized by the Women's Studies Graduate Student Association. This election will produce a slate of at least three candidates. The

slate will go to the Faculty Advisory Council, which will choose a graduate student nominee to forward to the Dean.

3. After the search or renewal committee has presented Chair candidates to the Department, the Faculty Assembly will vote on the candidates and send the results of their voting to the chair of the search committee; the staff will do the same. The graduate student appointed to the search committee will poll the graduate student body and present the results to the chair of the search committee.
4. The Chair serves as a liaison to other academic units of the College and University as well as the wider community of academic institutions, policy and advocacy organizations, foundations, and private donors who support the Department.
5. In order to carry out the duties assigned to the Chair by the College of Arts and Humanities Plan of Organization, the Chair appoints faculty members to assist in the administration of departmental programs, typically including a Director of Graduate Studies and a Director of Undergraduate Studies.
6. The Chair may appoint ad hoc committees for the consideration of departmental actions not covered by other committees.
7. The Chair and/or the Chair's designee are responsible for hiring of staff on Women's Studies lines and hiring of temporary faculty teaching Women's Studies courses, including summer and winter term courses.
8. The Chair is responsible for the administration of the budget and for course assignments, course loads, and scheduling.
9. Other duties of the Chair that pertain to appointments, promotions, and tenure will be found in the section of this document governing those procedures and in Campus policies and procedures.

E. Academic Officers

1. Director of Graduate Studies (DGS)

The Director of Graduate Studies is generally a tenured faculty member, though may, in rare cases, be an untenured tenure-track faculty member. The usual term of the DGS is three years and is renewable. The DGS has primary responsibility for ensuring that the administrative and programming needs of the graduate students are met in a timely manner. The DGS will also chair and set the agenda for the Department's Graduate Committee. The work of the committee will be guided by the evolving needs of the Department. The DGS serves as the principal departmental liaison with the Graduate School. The DGS's duties include the following.

- a. The DGS has primary oversight for the planning and implementation of recruitment to the graduate program.
 - b. The DGS along with the Department Chair will read and assess the first round of graduate applications to the program. The DGS will ensure that all subsequent rounds of assessment are completed in a fair and timely manner. The DGS will work with the Chair and Business Manager to craft funding packages for all admitted graduate students. The DGS also holds primary responsibility for Graduate Certificate Admissions.
 - c. The DGS holds primary responsibility for advising all incoming graduate students. The DGS has secondary responsibility for advising graduate certificate students; primary responsibility rests with the assigned advisor.
 - d. The DGS will work with the tenured and tenure-track faculty to ensure that the graduate program's curriculum reflects ongoing changes in the field. The DGS has primary responsibility for the professional development of the graduate students. The DGS will work with the DUS and the Chair to coordinate scheduling, course offerings, and graduate teaching assignments. The DGS will take the lead in facilitating the administrative dimensions of all curricular changes (e.g., PCC).
 - e. The DGS, like other faculty members, will circulate fellowship and job opportunities for graduate students and will oversee the nomination process for all internal and external grants, awards, and fellowship submissions.
 - f. In relation to overseeing and monitoring graduate students' progress, the DGS has responsibility for managing annual and portfolio review processes. The DGS will work with the Chair of the General Exam Committee and the staff member assigned to the graduate program to ensure the timely administration of the General Exam and all other benchmarks.
 - g. The DGS, in collaboration with the TTK faculty, will revise and update the Department's handbook every two years.
 - h. The DGS has primary responsibility for generating all reports on the graduate program. The DGS supervises the administrative staff assigned to the graduate program. The DGS will ensure that the Department is in compliance with Graduate School and University policies. In consultation with the tenured and tenure-track faculty, the DGS will work with the Chair, and the Director of Undergraduate Studies to plan commencement.
2. Director of Undergraduate Studies (DUS)

The Director of Undergraduate Studies is generally a tenured faculty member, though may, in rare cases, be an untenured tenure-track faculty member. The usual term of the DUS is three years and is renewable. The DUS oversees the Department's undergraduate

programs, works with the faculty to make changes as they become necessary, and supervises the administrative staff assigned to the undergraduate program. The duties of the Director of Undergraduate Studies include the following.

- a. The DUS chairs the Undergraduate Committee and serves as the departmental PCC chair regarding matters uniquely undergraduate in character.
- b. The DUS and Department Chair, in consultation with the Director of Graduate Studies, prepares the schedule of courses to be offered each term and the roster of the faculty/instructors for these courses.
- c. The DUS establishes the procedures for advising undergraduate majors, minors, and certificate students and decides on appropriate exceptions to the undergraduate major/minor/certificate programs—or creates categories of exception where the exception is likely to apply to multiple students over time. The DUS also oversees transfer credit and CORE/GENED equivalency issues.
- d. The DUS communicates new curricular and policy initiatives from the College and the Campus to the Department, outlining potential impacts on the Department's undergraduate curriculum and faculty teaching duties.
- e. The DUS serves as an advisor to all faculty, instructors, and students on issues of academic misconduct and conflicts between faculty/instructors and undergraduate students.
- f. The DUS serves as or delegates who will serve as the WMST Honors Advisor, Internship Coordinator, and advisor to TRIOTA, the Women's Studies honor society, as well as oversees the planning of undergraduate events and the processes for selecting students for honors, awards, and prizes.
- g. The DUS responds to inquiries, as requested by the College or other units in the University, regarding issues related to the undergraduate program of the Department, including any periodic reviews. The DUS also has oversight of communications and recruitment efforts related to the undergraduate program.

F. Standing Committees

1. Salary Committee

- a. The Salary Committee is elected by a majority of the tenured and tenure-track faculty in the Department of Women's Studies and shall consist of three persons representing a distribution of faculty ranks, gender and racial distribution, and various scholarly interests. It is recognized that this distribution may not be achievable on a yearly basis, especially in such a small department, but over a period of years a reasonable degree of representation shall be achieved. Every five years the Chair will review the

makeup of the committee over the previous period and offer nominations to the committee to ensure the required diversity of rank, gender, racial, and scholarly distributions.

- b. Membership on the committee shall rotate among all tenured and tenure-track faculty. Each committee member will serve for three years, and terms will be staggered. A new person shall rotate onto the Committee each year. The longest serving tenured member of the Committee shall serve as chair.
- c. Early in the second semester of each year, the committee shall establish a timetable for salary review, decisions, and appeals and will collect a Faculty Annual Report and updated, complete, and signed curriculum vitae from every faculty member, which will include relevant professional activities for the past three years. A separate form may be included on which faculty may provide explanations or background information that they feel will help the Committee in their deliberations. Teaching evaluations for the prior year's classes shall also be reviewed.
- d. The Committee will discuss each faculty member's achievements, using the data on the Faculty Annual Report and the vita, according to the general rules below. Unlike COLA, merit pay is not divided equally, but should, without competitive ranking, be assigned to a faculty member as a reward for meritorious performance.
- e. Faculty already compensated for a particular activity via course release time or extra salary should explain how the scope and significance of their work in this capacity was exceptional enough to receive additional reward through merit pay.
- f. The basis for distributing merit increments follows Policy VII-4.00(A) University of Maryland, College Park Policy on Faculty Merit Pay Distribution, and gives significant recognition to contributions to (1) teaching, (2) research/scholarship/creative activity, and (3) service. Women's Studies' own underlying philosophical principles also give strong weight to achieving equity within the Department, College, and Campus, as possible and appropriate.
- g. Revisions to the rules governing the salary committee will be approved by a simple majority vote cast by secret ballot by the tenured and tenure-track faculty of the Faculty Assembly. Once the procedure is in effect, amendments may be proposed at any time by any faculty member. Amendments will be submitted in writing to the Salary Committee and will become effective upon affirmative, secret ballot vote by at least two-thirds of the faculty.
- h. Guidelines for the Salary Committee
 - i. The evaluation of faculty members should reflect performance over at least the immediate past three years and should compensate for years in which no or very little merit funding was available.

- ii. Merit awards are made in the form of fixed dollar amounts rather than a percentage of salary.
- iii. Four units of merit are used by the committee in its evaluation of faculty: half-merit, merit, extra merit (one-and-a-half), and double merit. (See below for a detailed explanation of each.)
- iv. While generally merit is awarded to all faculty on the basis outlined below, the committee will take into consideration the demands for publication on untenured assistant professors in the evaluation of service.
- v. Although the committee should attempt to reach consensus on all decisions, a majority vote shall prevail.
- vi. Committee members shall absent themselves from all discussion and any decision concerning their own equity or merit award. If the two elected members of the committee cannot reach agreement on the equity or merit award of the third committee member, the Chair of the Department will vote with the committee so that a majority may prevail.
- vii. The Salary Committee and Chair will each certify that they have followed the Department's distribution plan, or will indicate areas where they have deviated with a rationale.
- viii. The Chair, in consultation with the Salary Committee, shall evaluate the salary structure of the Department yearly and consult with the Dean to address salary compression or salary inequities that have developed in the Department.
- ix. Based on their review, the Salary Committee will make written recommendations regarding recognition of meritorious service. Recommendations to the Chair will be in units of merit. The Chair will review these recommendations with the committee or its representatives and work in consultation to resolve differences. The Chair will report final salary decisions to the Committee.
- x. After all department salary adjustments have been approved by the College fiscal office, faculty will receive a letter from the Chair indicating their new salaries and showing the adjustments in salary due to across the board cost of living adjustments and to merit-based increases. This letter shall also contain information on the Salary Committee's evaluation of the faculty member's merit rating.
- xi. A faculty member may choose to appeal her or his salary by sending a letter to the Chair within one month of receiving his or her letter of notification of Merit Pay Allocation. The letter must specify the faculty member's basis for appealing. The Chair, the Salary Committee, and one additional faculty member, selected by the appealing faculty member, will review the faculty member's request and inform

the faculty member in writing of their decision within thirty days of the beginning of the next semester.

i. Figuring Merit Pay

i. Every member of the faculty is expected to engage in creative intellectual research and production, to perform his/her teaching duties conscientiously, and to perform conscientiously his/her service to the Department, University, profession, and larger community. Merit pay will apply only to those members of the faculty whose performance is exceptional in one or more of the areas evaluated: scholarship, teaching, service.

ii. HALF-MERIT recognizes a higher-than-expected level of achievement and contributions in at least one of the following areas, as well as a conscientious fulfillment of duties in a second major area:

--Publications and other evidence of scholarly work, including policy making/public scholarship, and/or creative activity or comparable activities in the arts and humanities that are not deemed of sufficient scope to receive full merit, but that still represent a serious scholarly, policy, and/or creative contribution;

--Service to the Department, the University, the profession, and/or the community that exceeds the ordinary expectations for any faculty member, as indicated by criteria such as awards and recognitions, by exceptional breadth of service across the Campus, University System, and profession, and the communities which we are mandated to serve, by principle initiation/authorship of major departmental and campus initiatives and documents, by workshops and teaching events offered to communities in addition to the University, and at the service of the Department, and by grant-writing activities on behalf of the Department.

--Contributions in teaching and curricular development that exceed the ordinary expectations for any faculty member, as indicated by teaching evaluations, other criteria such as awards and recognitions, innovative pedagogical and mentoring initiatives by the development of new courses that meet programmatic needs, and by extensive/intensive pedagogical initiatives.

iii. A full unit of MERIT recognizes exceptional achievement and contributions in two areas, as well as the conscientious fulfillment of duties in the third. In certain cases, the committee may decide that the level of achievement in one area is exceptional to a degree that alone deserves full merit.

In *scholarship and creative activity*, the level of activity expected for a full unit of merit is higher than for a half-unit, and should include achievements such as awards and recognitions; publications (e.g. full-length, peer-reviewed journal articles or book chapters, special edited journal volumes, and textbooks); appropriate professional/creative presentations such as exhibits, readings,

performance; major public policy making at the local or national level; significant public scholarship; and research grants that have received notice of funding in that year.

- iv. EXTRA MERIT (merit-and-a-half) is generally used to reward those who, in the Committee's judgment, have achieved more than that required for full merit, but whose work does not fall into the double merit category. One example would be the publication of an edited book of documents or essays that may be judged not to be the equivalent of a full research monograph.
- v. DOUBLE MERIT is awarded to those who publish significant works of research or who make similarly major and significant creative presentations, on the scale of a major scholarly monograph, and it is awarded in the year of publication/production. If the book/creative activity was awarded double merit at the time of promotion and before its actual publication/production, the faculty member does not receive an additional double merit in the year of its appearance. In addition, anyone who has published a full-length book or presented creative work in a similarly major professional setting (e.g., artist's major retrospective exhibition) will be recognized for this achievement for three subsequent years in addition to any extra reward they may have received at the time of presentation.

2. Graduate Committee

The Graduate Committee is chaired by the Director of Graduate Studies and includes two other core faculty members and three graduate student representatives. The faculty members are approved by the tenured and tenure-track faculty at the Department's annual review of committee appointments. The graduate student representatives are elected by the graduate student body in an election organized by the Women's Studies Graduate Student Association, and each representative serves a two-year term. The Graduate Committee meets as necessary but at least once a semester and is responsible for the preliminary work on curriculum and programmatic issues, which are then discussed and approved by the Faculty Assembly.

3. Graduate General Examination Committee

The General Examination Committee is responsible for administering the General Examination, which is the department's first bench-mark. The committee will comprise three tenured or tenure-track faculty members approved by the tenured and tenure-track faculty at the Department's annual review of committee appointments. To be considered for nomination to the committee, a faculty member must have taught one of the core graduate courses at least once.

4. Undergraduate Studies Committee

The Undergraduate Studies Committee is made up of the Director of Undergraduate Studies, two other tenured or tenure-track faculty as approved by the tenured and tenure-

track faculty in the annual review of committee membership, and one undergraduate major selected by the students in an election organized by the Undergraduate Studies Committee. The Undergraduate Studies Committee meets as necessary but at least once a semester and is responsible for a continuing review of the Department's undergraduate offerings and curricula and is the Programs, Courses, and Curricula Committee of the Department, having functions parallel to those of the PCC committees of the College and of the University Senate, but with respect to the undergraduate programs of the Department of Women's Studies.

G. Election to Outside Bodies

1. The Faculty Assembly will elect representatives to campus bodies beyond the Department.
2. Under the 2015 reapportionment of the University Senate, the Collegiate Council has determined that the Department of Women's Studies shall elect one representative to the University Senate. Tenured and tenure-track faculty in the Faculty Assembly will elect one representative to the University Senate as stipulated by Senate guidelines: "The term of each elected faculty Senator shall be three years, irrespective of any academic reorganizations that may take place during that time. Senators who have served a full term shall for a period of one year be ineligible for reelection or for appointment to the Senate." (from the Senate Plan of Organization, 3.2.f, March 9, 2015).
3. Tenured and tenure-track faculty in the Faculty Assembly elect a representative to the Collegiate Council from among their members for a term of two years. In the event that an elected representative cannot serve, the candidate receiving the next-highest number of votes becomes representative.

H. Review and Amendment

This Plan of Organization shall be reviewed every ten years by the Faculty Assembly. In the meantime, amendments to this Plan of Organization will be presented in writing to the Faculty Assembly. A simple majority of the eligible membership of the Faculty Assembly is required for adoption.

I. The Women's Studies Program

1. The Program will consist of the Chair of the Women's Studies Department (who directs the Program) and Core faculty and staff, plus affiliate faculty and staff, and allies of the Program who share the goals and purposes of Women's Studies and wish to be associated with the Program and actively work on behalf of the Program in the task of building a campus-wide community of women's studies researchers and instructors.

2. Individuals who wish to be appointed affiliates or allies of the Program should submit 1) a current curriculum vitae and 2) a statement which makes clear the individual's qualifications for this status and the nature of the involvement the individual offers the Program. The Chair, in consultation with the Faculty Assembly, will review these materials and determine the appropriate appointment.
 - a. Affiliate Faculty and Staff: Affiliate status is granted only to faculty and staff who are already employed by the University of Maryland and affiliate status is granted at the rank already held by the appointee. Affiliate status may be granted not only to TTK but also PTK and adjunct faculty employed by the University of Maryland. Where the individual does not already have a professorial rank, the appointment will be at a level commensurate with her or his qualifications, consistent with standards established for regular tenure-track faculty or associate staff. The titles of Affiliate Professor, Affiliate Associate Professor, and Affiliate Assistant Professor are authorized. We offer the unofficial title of Affiliate Staff as well. According to university regulations, tenure cannot be earned on an affiliate appointment, nor can affiliates receive any portion of their university salary from the Women's Studies department.
 - b. Allies of the Program: The category designated "Allies of Women's Studies" permits a close affiliation with the Department for those who are not able to serve as affiliate faculty or staff because of their other scholarly interests and commitments or their employment status. Allies include those outside the University of Maryland who wish to participate in the community. The primary responsibility of an ally of Women's Studies is to serve as a resource to whom members of the Women's Studies community can turn for advice and support on issues or actions related to the ally's expertise and interest. Active participation in program planning (e.g., service on ad hoc committees of the program) is welcome but not required.
3. Committees may be set up within the Program to coordinate the campus-wide community of Women's Studies scholars. These committees will not be responsible for the internal affairs of the Department.

II. Appointments, Promotion, and Tenure (APT)

A. Introduction

Procedures for appointment, promotion, and tenure follow University System of Maryland and Campus policies. Women's Studies guidelines are intended to make the policies departmentally specific but not contradict or override System and Campus procedures. These are more detailed than departmental procedures, and all full-time faculty should be familiar with them.

B. APT Committee Membership

1. APT Committee membership shall consist of all tenured and tenure-track faculty (TTK) in the Department, excluding the department chair (who makes an independent recommendation to the Dean). The Chair shall be a non-voting ex-officio member of the APT. For tenure and promotion decisions, only those faculty members at or above the rank to which the candidate seeks promotion shall be eligible to vote. Eligible faculty who are on leave may vote, provided they have participated in dossier review and APT Committee discussions. Tenured and tenure-track faculty from allied disciplines may be invited to participate on APT subcommittees.
2. The Chair may establish search committees or tenure and/or promotion subcommittees to handle many aspects of the search/review (see below). The vote of the entire eligible faculty shall be considered the recommendation of the APT Committee. Members of APT subcommittees who are not members of the Women's Studies Department may attend meetings of the full APT Committee to present their findings but may not take part in deliberations and voting.
3. The search or review subcommittees shall author the APT Committee's report. The subcommittee chair serves as chair of the APT Committee during consideration of the candidate for whom the subcommittee wrote a report. Either the subcommittee chair or the department chair may serve as department spokesperson at the request of higher levels in the APT review process.

C. Deliberations and Voting

1. All APT Committee votes on personnel actions must be cast in writing, as secret ballots, unless unanimous consent is given for another method of voting. Votes on matters of procedure and during editing processes may be taken by voice or show of hands; however, any such vote shall be conducted by written secret ballot if requested by any member of the committee present at the meeting.
2. The deliberations of the APT Committee are confidential. Any breach in this confidentiality is considered a breach of professional ethics. Decisions regarding a candidate shall be made only at meetings called for this purpose. At least one week's notice shall be given for such meetings.

D. Search and Selection of New Faculty

1. In accordance with Campus policies on search and selection of faculty, the Chair will establish a search committee charged with selecting candidates to bring to campus for interviews and with making recommendations on appointments to the Department as a

whole. One graduate student will sit on this committee and be responsible for gathering and reporting the opinions of other graduate students.

2. Once all invited candidates have visited the campus, the faculty as a whole shall meet to discuss the recommendations of the search committee and then vote by secret ballot on their choice of appointee. All TTK who have participated in the search process and the Department's discussion are eligible to vote. Their voting will produce a ranking of acceptable candidates. At least 51 percent support (together with the support of the Chair) is required for a recommendation to go forward to the Dean.
3. Where a candidate seeks appointment at the level of Associate Professor or above, two successive votes will be taken. The first will be the vote of all faculty (see above). The second will be a vote on the level of the rank (with or without tenure) that will be offered; this vote will be limited to the faculty at or above the level of appointment to which the candidate aspires. At least 51 percent support in both votes, together with the support of the Chair, is required for the recommendation to go forward to the Dean. These votes do not constitute a tenure vote, which must be held separately.

E. Faculty Mentoring

1. The Chair will provide a newly appointed assistant or associate professor on tenure-track with copies of the current university and college guidelines for promotion and tenure. Joint appointments and some interdisciplinary appointments may require individualized memos of understanding between the Chair, the candidate, and/or other members of the university administration. In the case of interdisciplinary appointments, the Department emphasizes that women's studies is inherently an interdisciplinary field, and that our faculty typically engage in scholarship that exhibits a range of interdisciplinary modalities. Collaboration across departmental lines is encouraged.
2. The Chair, in consultation with new assistant professors, will identify and appoint at least one appropriate faculty mentor from among the senior faculty of the Department. Mentoring at the associate professor level is also desirable. Mentors may play an important role in helping new faculty members in their transitions to the University of Maryland and in developing and implementing successful programs of scholarship, teaching, and service. Mentors should encourage, support, and assist these faculty members and be available for consultation on matters of professional development. Mentors also need to be frank and honest about the progress toward fulfilling the criteria for tenure and/or promotion. Favorable comments by mentors are purely advisory to the faculty member and do not guarantee a favorable tenure and/or promotion decision. Mentors can be available for advice and consultation in the preparation of APT materials according to University guidelines. Mentors should not, however, be held responsible for the contents of the dossier. Faculty being mentored may request a change in mentorship at any point.

3. The Chair, in consultation with the faculty member, shall decide annually on a schedule of classroom visitations for each assistant and associate professor. Mentors may participate in classroom visits. Faculty being assessed have the right to select the specific date of the visits, and to provide in advance whatever materials they deem useful. Reports on classroom visits will become part of the faculty member's permanent file. Student evaluations will not outweigh the consistently gathered observations of faculty peers in departmental evaluations of teaching. All peer evaluations should follow the same set of guidelines.

F. Periodic Review of Junior Faculty

1. The Chair will meet each year with untenured faculty members to discuss their research and scholarly achievements, as well as their record of teaching and service, in order to give them a sense of how they are progressing toward the requirements of tenure. Written notes of the meeting will be shown to the untenured faculty members (and signed to assure that they have read the notes), then placed in their file. If they desire, they may append a letter to the Chair's notes.
2. Assistant Professors on tenure-track are appointed for a term of three years in the first instance. In the fall of the third year there will be a formal review, the outcome of which will either be a decision to renew the appointment for a further three years or to terminate the appointment after a fourth terminal year. (This decision rests with the Department's APT Committee.)
3. The third-year review will take the same form as a tenure review, except that letters from outside evaluators will not be called for and the outcome of the review is reported to but not reviewed at higher levels. In addition to documenting scholarly or creative progress, the review will include submission of a teaching portfolio, incorporating items like course syllabi, reflective assessments, mentoring accomplishments, learning outcomes, assessment materials, etc. The third-year review committee will write a report, to be submitted to the full APT Committee. The full APT Committee will discuss and vote by secret ballot on the renewal of the appointment for an additional three years. The Chair will write an independent assessment in a letter to the candidate. Both documents (the third-year-review committee report and the Chair's letter) will become a part of the candidate's dossier. Suggestions for improvement in either the review committee's report or the Chair's letter are advisory, but candidates should be aware that these documents become a part of their dossiers and will be available to later APT committees and subcommittees. Communications to the candidate on the occasion of the third-year review imply no commitment concerning future recommendations for tenure and promotion, and the candidate may write a response to the report and/or chair's letter, which will also become part of the faculty member's departmental file.

G. Promotion and Tenure of Internal Candidates

1. By the end of the fall semester a year before the anticipated tenure and/or promotion review, the intention of the candidate to come up for tenure and/or promotion will be established.
2. The Chair will then appoint a subcommittee of three members whose responsibility will be to identify outside evaluators, review the candidate's dossier, and prepare a written report that makes a recommendation to the Department's APT Committee and that will be sent forward, along with a recommendation from the Chair, to college and campus APT committees. The chair of the review subcommittee (and/or the Chair of the Department) will act as department spokesperson if the college or campus APT committees ask for further explanation of the Department's decision. If it is thought desirable or necessary, the Chair may appoint appropriate faculty members from other departments to the review subcommittee. (See Item II.B.2 above for voting status.)
3. At the earliest possible date, the review subcommittee will meet with the candidate to discuss procedures, contents of the dossier, and a schedule for the review.
4. The candidate for promotion and tenure or promotion to professor is responsible for preparing a complete dossier, in compliance with university policy as documented in the *University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty*, and constructed as indicated in the *University Appointment, Promotion, and Tenure Manual* in effect at the beginning of the academic year in which a formal review for tenure and/or promotion will occur. The candidate will receive staff assistance from the Department and may also receive advice from her/his mentor and/or any members of the APT committee. The university's *APT Manual* contains explicit instructions on the content and order of the dossier. The dossier is to be completed by a date set by the APT subcommittee. Some items, such as the signed curriculum vitae and personal statement, may be due earlier than others. All peer-reviewed publications or juried creative work cited on the candidate's vita must be included or documented in the dossier. The candidate has some discretion about the inclusion of non-peer-reviewed or non-juried items. The candidate may choose to make publications and documentation of juried work in the arts available to the entire faculty when s/he goes up for promotion, but only the APT Committee and the APT subcommittee will have access to the entire dossier.
5. A minimum of six outside evaluations will be required; of these, three will be selected from a larger list (minimum 6) provided by the candidate. The review subcommittee will make all due effort to contact outside evaluators by the end of the spring semester prior to the promotion/tenure year, in order to send them materials as early in the summer as possible. The candidate may assist in selecting the materials to send to external evaluators. University guidelines specify many of the documents that must be sent to the external reviewers. Once these have been forwarded to reviewers, they may not be changed in substance without written notification to the chair of the APT subcommittee.

6. The review subcommittee will solicit letters from the candidates' advisees and mentees, whom the candidate should help to identify. Requests for letters should go out at approximately the same time as requests to external evaluators, with similar deadlines for submission.
7. When the dossier is complete (by August 1), the faculty member being reviewed shall present it to the APT subcommittee chair with a letter stating that it is complete. The faculty member being reviewed may add material to the file after this time, but the addition, or any other revision, must be accompanied by a dated letter stating the nature of the addition or revision. There is no requirement that committee decisions made prior to submission of the additional material be reconsidered by the committee.
8. Upon submitting the dossier to the next level of review, the Chair of the Department and APT Review subcommittee chair will meet with the candidate to provide a summary of key evaluative comments in the dossier and APT Committee discussion, making sure to maintain confidentiality.

H. Criteria for Appointment, Promotion, and Tenure

1. Following campus criteria, appointment, promotion and tenure require excellence in teaching, responsible professional service, and significant published research, scholarship, and/or creative work.
2. Assistant Professor

The appointee shall have qualities suggesting a high level of teaching ability in women's studies and shall provide evidence of potential for superior research and scholarship. Because this is a tenure-track position, the appointee shall at the time of appointment show promise of having, at such time as s/he is to be reviewed materials for tenure and promotion, the qualities described under Associate Professor below.

3. Associate Professor
 - a. Teaching, Advising, and Mentoring

For appointment at, or promotion and tenure to, the rank of Associate Professor, candidates shall have established a successful record of teaching as demonstrated in classroom instruction, course development, including the enhancement or updating of courses, and participation in the education of graduate students. Candidates should submit a teaching portfolio, incorporating items like course syllabi, reflective assessments, mentoring accomplishments, learning outcomes, assessment materials, etc.

b. Research, Scholarship, and/or Creative Activity

Candidates are expected to demonstrate continual and effective engagement in research, scholarship, and/or artistic creativity, to have a record of significant achievement, and to show promise of continued productivity.

As the University's *Policy and Procedures on Appointment, Tenure, and Promotion* states: "Scholarship, research, and creative activities include the discovery, integration, transmission and engagement of knowledge through systematic inquiry that advances specific fields/disciplines and contributes to the public good." However, there is no single template for or profile of a successful candidate for promotion and tenure in women's studies; contributions to the field can take many forms.

Although not an exhaustive list, research and scholarship may include both traditional forms of scholarship, such as books, refereed journal articles, and research fellowships/grants, and emerging forms of scholarship, such as scholarship-based performance, public or engaged scholarship, applied work drawing on the research of the candidate, and entrepreneurial projects. Scholarship may also include work in fields not yet fully formed. Most forms of scholarly and creative activity should be appropriately peer-reviewed or juried, and should draw on the professional expertise and original research or theorizing of the candidate. Beyond quantitative standards for promotion to rank, the Department values the quality of a candidate's work: its originality, its intellectual depth, its exemplary research or creative design and execution, its significance in bringing a new perspective to the field or introducing new or previously neglected areas of scholarship, and its substantive advances on prior knowledge or creative production.

Though the criteria are to some extent flexible, most candidates for associate professor should consider their scholarly profile in terms of the following guidelines. (Memoranda of understanding negotiated and approved according to Campus policies may specify alternative expectations and will govern reviews of the candidate.)

--a peer-reviewed scholarly monograph in its final form, submitted to and accepted by a scholarly press, or already in production or published; or a body of articles published in peer-reviewed journals of equivalent breadth, substance, and impact; or a substantial scholarly edition of previously unpublished or out of print documents if in the highest traditions of textual scholarship; or a significant body of original creative work (e.g., films, exhibits, performances, digital production) shown in juried venues with regional and national reputations; or a textbook contributing original interpretations and configurations of knowledge in the field;

--additional articles, book chapters, essays, or original works in anthologies, peer-reviewed digital publications, or major forums for public, engaged scholarship;

--conference papers, presentations, performances, or exhibitions at regional, national, and international venues;

--some evidence of progress toward a scholarly or creative project beyond the monograph: for example, published articles or essays, conference papers or related presentations; chapters in draft form; book proposals; fellowship or grant proposals.

The evidence for the value of the candidate's work may be assessed in a number of ways, including outside letters of evaluation from leaders and peers in the candidate's field; publication by respected presses and in peer-reviewed journals; prizes and honors; favorable reviews; citation rates; successful grant proposals; and, for engaged scholarship and social entrepreneurship, evidence of impact on public discourse or civil society.

Collaboratively-produced work shall count towards tenure and promotion when the candidate's contributions are demonstrable and substantial.

c. Professional service

Junior faculty are expected, within reason, to have participated in departmental governance and activities; have shown the potential for impact on the Department's programs; and have demonstrated involvement with the professional activities within her/his field. Nevertheless, the Department shall not have expected or required junior faculty to have engaged in service to the point that it would have interfered with the development of her/his teaching and research.

4. Professor

- a. Any tenured member of the faculty may, by the start of the spring semester of any year, request that a formal review for the purpose of recommending promotion be held during the following academic year. The Chair of the Department shall then convene a meeting of the full professors to discuss the request and to vote upon it. A majority of those voting is required for the formal review to proceed. The Chair will respond by March 15th, indicating whether the formal review will be held. If not, the Chair will summarize in writing the reasons for the negative decision of the full professors.
- b. Promotion to professor is of a different order from that to associate professor. While the promotion to associate professor rests partly on the promise of the candidate, the candidate for professor must demonstrate the fulfillment of that promise in all areas of professional life: research, scholarship, and creative activity; teaching; and service.

c. Teaching, Advising, and Mentoring:

For promotion to professor, in addition to the high level of teaching competency expected of associate professors, candidates are expected to demonstrate continued and consistent evidence of excellence in teaching. Peer observations, curricular innovation and development, substantial participation in graduate student education, including supervising field exams and dissertations, prizes and honors for distinguished teaching and mentoring, and student evaluations (if not given undue weight) may be considered in evaluating teaching. As indicated for earlier reviews, candidates should submit a teaching portfolio.

d. Research, scholarship, and/or artistic creativity:

For promotion to professor, candidates should have demonstrated the qualifications specified for promotion to associate professor, but in addition have established a national and, where appropriate, international reputation for outstanding research, scholarship, or artistic creativity. Candidates shall have established a successful publication record or comparable record in the arts beyond that attained at the time of promotion to associate professor. Typically, promotion to full professor requires at minimum the publication of a second book or its equivalent, as specified above under Criteria for Promotion to Associate Professor, though this is not automatically considered sufficient. The quality and value of this work may be established by letters from leading scholars in the field, published reviews and/or reprints of the candidate's work, prizes, grants and fellowships, offices in professional organization, invited presentations in significant venues, invitations to serve on peer review committees beyond the university, and other comparable recognition of significant achievement in and influence on the field.

e. Professional service:

A record of professional service is expected of all candidates for promotion to full professor. The candidate will have actively engaged in some of the following activities: service on department, college, or campus committees; service to the state, local communities, and/or non-profit organizations through committees, advising, technical assistance, and so forth; service in professional organizations (on committees, as an organizational officer, etc.) or participation in other groups of significance to the interests of the Department, College, University, profession, or community.

I. Rights and Responsibilities Governing the APT Process

1. Rights and responsibilities of faculty members wishing to be reviewed

- a. Responsibility to become familiar with, and maintain knowledge of, the rules and regulations of the University System, the Campus, the College, and the Department

- relating to the process.
- b. Responsibility to indicate to the department chair the desire to be reviewed. During the year of mandatory tenure review, this is a responsibility to notify the Chair of a wish to waive review.
 - c. Responsibility, if an untenured faculty member, to seek out the advice and guidance of a mentor appointed by the department chair in consultation with the faculty member.
 - d. Responsibility, in consultation with the mentor and with the APT chair and other members of the APT committee, to prepare the Personal Statement and the initial review file in the form required by the University's *Appointment, Promotion, and Tenure Manual* in effect at the beginning of the academic year in which the review will occur.
 - e. Right to notification of deadlines for submitting required content in material for review.
 - f. Right to notification at the earliest possible time of changes in the programmatic needs of the unit or the university that might have a bearing on the faculty member's prospects for tenure.
 - g. Right to fair and impartial review without arbitrary or capricious decision.
 - h. Right to know the identities of all faculty participating on review committees.
 - i. Right to have access to, and attach comment or dissent to, all material contained in the review file except for those items declared confidential. Confidential material includes external reviews, evaluative reports of the APT review committees and/or subcommittees and the department chair, and any other evaluations in which confidentiality has been assured to the evaluator. In the case of confidential information, the faculty member has the right to a summary of the contents without attribution of the contents, and the right to attach comment or dissent to such summaries.
 - j. Right to withdraw from the process at any point prior to the President's notification.
 - k. Right to speedy notification of actions on their application as quickly as practical after the appropriate date of release of that information to the reviewed faculty member.
2. Rights and Responsibilities of Members of the APT Review Subcommittee and the APT Committee
 - a. Responsibility to become familiar with the rules and regulations of the University

System, the Campus, the College, and the Department relating to the process.

- b. Responsibility to prepare thoroughly for the deliberations of the committee and to participate fully.
 - c. Responsibility to impose the highest standards of quality, to ensure that all candidates receive fair and impartial treatment, and to maintain the integrity and the confidentiality of the review and recommendation process.
 - d. Right to confidentiality in deliberations and in vote on APT matters. Responsibility to respect the confidentiality of other committee members, and all who have been assured confidentiality when the committee requested their judgment.
 - e. Right of access to the entirety of review files, including all confidential material forwarded to a second level of review.
 - f. Responsibility to avoid inappropriate comments, such as those referring to legitimate delays in the tenure clock, cultural background, group membership, and/or specific personality characteristics. Right of faculty witnessing inappropriate comments to discuss the issue individually with the APT Committee chair, or with the Associate Provost for Faculty Affairs, for appropriate action.
3. Rights and Responsibilities of the Department Chair
- a. Responsibility to provide all new tenure track faculty with these procedures and other policies of the University named herein. This includes notifying faculty of deadlines and the material required for review.
 - b. Responsibility to offer and provide departmental assistance to faculty members wishing to be reviewed in assembling review files.
 - c. Responsibility to provide a clear charge to appropriate committees and agents.
 - d. Responsibility to work with the APT review subcommittee and the APT chair to assemble relevant information for the APT review.
 - e. Responsibility (along with the chair(s) of the APT subcommittee and the APT committee) to ensure a fair and unbiased evaluation of the candidate through avoidance of inappropriate comments, such as references to allowable delays in the tenure clock, or assumptions about group membership.
 - f. Right to confidentiality of the Chair's report (that is, the report directed to the second level review). Responsibility to ensure the confidentiality of members of the review committee and all others to whom confidentiality has been assured.

J. Periodic Review of Tenured Faculty

1. With the intent of facilitating continued professional development of the faculty, tenured women's studies faculty members shall undergo review of their professional activities every five years. The primary purpose of this periodic faculty review is to:
 - a. recognize long-term meritorious performance;
 - b. improve quality of efforts in teaching, scholarship, and service;
 - c. increase opportunities for professional development; and
 - d. uncover impediments to faculty productivity.
2. Separate reviews mandated for consideration for promotion in rank or for review of faculty administrators may substitute for this faculty review. In those cases, those review policies shall take precedence. Review processes mandated for the distribution of merit pay and/or for contract renewal may be used as part of the comprehensive review of the faculty member.
3. The Salary Committee will review performance in the following areas:
 - a. teaching, advising, and other educational activities;
 - b. research, scholarly, or creative activities; and
 - c. documented service activities to the University, state, nation, professional community, or other organization.
4. The Salary Committee writes a report appraising the faculty member's performance in these areas. This appraisal goes to the Chair of the Department, who then produces a written report that is shared with the faculty member. Faculty under review shall have the right to attach a response to the Chair's report. Faculty choosing to exercise this option shall either submit the response to the Chair within 14 calendar days of receipt of the appraisal or establish an agreeable alternate deadline with the Chair for submitting the response.
5. The results of a periodic review will have major influence on a faculty members' future, and on the rewards to the faculty member. The results of a review should generate discussion between a faculty member and the Chair, who shall prepare a firm written development plan, with timetable, for enhancing meritorious work and improving less satisfactory performance.

K. Emeritus/Emerita Faculty Appointments

In accordance with University of Maryland System and Campus guidelines, emeritus/a status may be conferred on associate or full professors who have served in the university for at least

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ten years, and have performed “meritorious service to the university in the areas of teaching, research, or service.” Faculty at or above the candidate’s pre-retirement rank are entitled to vote on emeritus/a status. Reviews beyond the Department are conducted by the Dean, Provost, and President. Consult the university *APT Guidelines* for required materials for the dossier.

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