

ST MARY'S
COLLEGE of MARYLAND

The National Public Honors College

BOARD OF TRUSTEES

JUNE 14, 2024

OPEN SESSION

AGENDA

I. DISCUSSION ITEMS

II. ACTION ITEMS

- A. Recommendation to Approve Faculty Bylaws
- B. Recommendation to Approve the FY25 Budget

III. MOTION TO CLOSE SESSION

St. Mary's College of Maryland Faculty Bylaws
2024

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1 I. Introduction

2 A. Purpose of the Faculty Bylaws

3 These Faculty Bylaws set forth the policies of faculty governance as established by the vote of the
4 faculty and approved by the Board of Trustees. These policies include policies and procedures for
5 faculty appointment, evaluation and tenure; for organizing the administration of the faculty and
6 the curriculum; for organizing the Faculty Senate, faculty committees and meetings. The Faculty
7 Bylaws are accompanied by the Faculty Handbook, which provides interpretive details relevant to
8 faculty governance but do not rise to the level of Faculty Bylaws. Provisions in the Handbook are
9 established by vote of the faculty and approved by the Dean of the Faculty. More general
10 College policies and procedures are detailed in the Employee Handbook, which is maintained by
11 the Office of Human Resources.

12 Persons appointed to tenured and tenure-track teaching positions and tenured and tenure-
13 track librarians are collectively referred to as tenured and tenure-track faculty in these bylaws.
14 Although the evaluation processes are described separately for teaching faculty and librarians,
15 tenured and tenure-track teaching positions and tenured and tenure-track librarian positions have
16 the same rights and responsibilities. Persons appointed to other teaching positions, such as part-
17 time positions, summer school positions, teaching assistantships, lectureships, and visiting and
18 term appointments, shall be deemed to be temporary faculty members. The temporary faculty
19 member's contract shall formalize the appointment of all temporary faculty members, and such
20 appointments shall be subject to the approval of the President and the Board of Trustees. The
21 appointment of the temporary faculty member shall automatically terminate at the end of the
22 period stated in the temporary faculty member's contract. No provision of these Faculty Bylaws
23 hereafter following shall apply to temporary faculty members except as expressly provided.

24 B. College Governance

25 The College is governed pursuant to and in accordance with the statutes of the State of Maryland,
26 the College Bylaws promulgated by the Board of Trustees and these Faculty Bylaws approved by
27 the Board of Trustees. The statutes of the State of Maryland prevail over any College Bylaw or
28 Faculty Bylaw in the event of any inconsistency. In turn, the College Bylaws prevail over any
29 Faculty Bylaw in the event of any inconsistency. Pursuant to its statutory authority for the care,
30 management and control of the College, the Board of Trustees may amend the College Bylaws
31 and the Faculty Bylaws in the event the Board determines it is necessary and proper to do so
32 under the law.

33 C. Academic Freedom

34 Institutions of higher education, including St. Mary's College of Maryland, exist for the common
35 good. The common good depends on the free search for truth and its free expression. Academic
36 freedom is the freedom to discuss all relevant matters in the classroom, to explore all avenues of
37 scholarship, research, and creative expression, and to speak or write without institutional
38 discipline or restraint on matters of public concern as well as on matters related to professional
39 duties and the functioning of the College.

40 Academic responsibility implies the faithful performance of professional duties and
41 obligations, the recognition of the demands of the academic enterprise, and the candor to make it
42 clear that when one is speaking on matters of public interest, one is not speaking for the
43 institution. All faculty members must maintain their professional competence and their ability to
44 display it in their lectures, performances, publications, and exhibitions.

45 D. Amendments to These Bylaws

- 46 1. Amendments to these bylaws by the faculty may be proposed by either one of the following:
47 a. Two-thirds of the Faculty Senate

- 48 b. The presentation of a petition signed by at least thirty percent of the faculty
- 49 2. Adoption of Amendments
- 50 a. Each amendment must be presented to the faculty one week in advance for consideration
- 51 at a duly convened faculty meeting. If the proposed amendment is approved by a simple
- 52 majority of that meeting, then it shall appear on the agenda of a faculty meeting not less
- 53 than two weeks later. On the second consideration of the amendment, approval of the
- 54 proposed amendment requires an affirmative vote by a majority of the faculty who count
- 55 toward a quorum.
- 56 b. In the event that approval of the proposed amendment by a majority of the faculty who
- 57 count toward a quorum is not obtained at the second meeting, an electronic ballot may be
- 58 authorized at the second meeting by a majority of those present who count towards a
- 59 quorum. If an electronic ballot occurs, an affirmative vote by sixty percent of the faculty
- 60 who count toward a quorum will be required to pass the amendment.
- 61 3. Approval of the Board of Trustees
- 62 a. Amendments to these bylaws that have been approved by the faculty shall be forwarded
- 63 to the Dean of Faculty, who will make a recommendation to the President.
- 64 b. The President will, in turn, make a recommendation to the Board of Trustees for its
- 65 consideration and the bylaws shall become effective if board approval is given.
- 66

67 II. Academic Organization

68 A. The Vice President for Academic Affairs and Dean of Faculty

- 69 1. The Vice President for Academic Affairs (VPAA) and Dean of Faculty (hereafter referred to
- 70 as Dean of Faculty) is the chief academic officer of the College and provides leadership in all
- 71 areas related to the academic life of the College.
- 72 2. The Dean of the Faculty is selected upon final recommendation of the President to the Board.
- 73 3. Appointment of the Dean of Faculty
- 74 When a vacancy occurs in the Office of the Dean of Faculty, the President of the College
- 75 shall so announce to the College community and consult with the Faculty Senate and follow
- 76 the procedure for the selection of a new Dean of Faculty as outlined below:

77 a. Initial Meeting

78 Upon becoming aware of a vacancy or potential vacancy in the position of the Dean of

79 Faculty, the President shall meet with the Faculty Senate. After consultation with the

80 Faculty Senate, the President shall determine whether an Interim Dean of Faculty should

81 be appointed or if a search should ensue.

82 b. Search Committee

83 1) Selection and Make-up of the Committee

84 The Search Committee shall consist of the President, two members of the College

85 community selected by the President and four faculty members selected by the

86 faculty. Once notified of an impending search, the Faculty Senate shall convene a

87 special faculty meeting at which four members of the seven-member committee shall

88 be selected by the faculty, with no two members elected from the same department.

89 2) Duties of the Search Committee

90 The Search Committee shall solicit and review applications and interview candidates.

91 The Search Committee shall then recommend acceptable candidates to the President.

92 The President shall recommend one of the proposed candidates to the Board of

93 Trustees or direct the Search Committee to re-open the search and submit further

94 candidates.

- 95 4. Evaluation of the Dean of Faculty
96 The President shall conduct an annual evaluation of the Dean of Faculty. Prior to conducting
97 the evaluation of the Dean of Faculty, the President shall meet with the Faculty Senate. At
98 that meeting the Faculty Senate shall provide the President, either orally or in writing, with an
99 evaluation of the Dean of Faculty. All discussions and written material presented at that
100 meeting shall remain confidential.
- 101 5. Removal of the Dean of Faculty
102 At any time, the President or three-fourths of the full-time faculty members may express their
103 lack of confidence in the Dean of Faculty to the Board of Trustees. If the board concurs, the
104 Dean of Faculty shall relinquish office and be allowed to serve on the faculty for at least three
105 years.
- 106 B. Academic Programs
- 107 1. Unless otherwise stated, the term “academic program” or “program” shall refer to an
108 approved curriculum resulting in Maryland Higher Education Commission - recognized
109 credentials (a major or a minor). The term “department” shall refer to an administrative unit,
110 comprising faculty delivering one or more programs of study.
- 111 2. Academic departments are organized into three divisions, each of which elect divisional
112 senators and committee representatives, and are supported by a specific Associate Dean of
113 Faculty.
- 114 3. Authorities and Responsibilities of Academic Programs
- 115 a. For purposes of instruction, program, budget, and evaluation, the faculty is organized into
116 academic programs consisting of discipline-based departments and cross-disciplinary
117 programs.
- 118 b. The academic program is responsible for the development, execution, review, and
119 assessment of its curriculum and policies.
- 120 c. Each academic department is administered by a department chair who leads the
121 department faculty and oversees its programs.
- 122 1) The department faculty consists of all persons occupying full-time teaching positions
123 (including visiting and term positions) and persons occupying lecturer positions
124 assigned to the department.
- 125 2) The department faculty may invite members of the professional staff and part-time
126 faculty who contribute to department programs to participate in decisions on
127 curriculum and policy matters.
- 128 d. Each cross-disciplinary program is administered by a program coordinator who leads a
129 steering committee of faculty members.
- 130 1) The Steering Committee for a cross-disciplinary program may consist of all faculty
131 members who are affiliated with that program or may be an elected subgroup of
132 affiliated faculty.
- 133 2) The program faculty may invite members of the professional staff and part-time
134 faculty who contribute to the program to participate in decisions on curriculum and
135 policy matters.
- 136 C. Department Chairs and Program Coordinators
- 137 1. The Responsibilities of the Department Chair and Program Coordinators
- 138 a. Department chairs and program coordinators provide leadership for their programs,
139 coordinate and evaluate the work of the faculty and staff in their programs and represent
140 their programs’ interests in the College and beyond.
- 141 2. Appointment procedures for Department Chairs and Program Coordinators

- 142 a. The department chair or program coordinator must be a full-time faculty member and
143 should be a tenured member of the program at the time of appointment to the position.
144 b. When a department chair or coordinator vacancy is anticipated, program faculty shall
145 meet to discuss their needs and elect a candidate whose name will be forwarded to the
146 Dean of Faculty for consideration.
147 c. The Dean of Faculty shall either make the appointment or meet with the department to
148 resolve differences.
149 d. In case a chair or coordinator becomes unable, unwilling, or is found to be unfit to serve a
150 full term of appointment, the Dean of Faculty will initiate the selection of a new chair or
151 coordinator.
152 e. The typical term for a chair or coordinator is four years, which may be renewed following
153 the procedure outlined above. Chairs and coordinators remain on a ten-month faculty
154 contract and may receive additional remuneration for the service as department chair
155 and/or course equivalency as necessary depending on the size and /or complexity of the
156 program.

157 D. Faculty

- 158 1. The faculty of St. Mary's College of Maryland shall consist of:
159 a. all persons occupying tenured and tenure-track positions;
160 b. all persons occupying lecturer, visiting, term, or adjunct positions;
161 c. the Associate Deans of Faculty who are appointed from the faculty;
162 d. the Associate Vice President for Academic affairs who is appointed from the faculty;
163 e. the Dean of Faculty;
164 f. the President;
- 165 2. Academic Decision-Making
166 a. To exercise its responsibility, the faculty formulates recommendations through the
167 academic decision-making procedures specified in these bylaws.
168 b. When a faculty recommendation has been finalized, it is transmitted to the Dean of
169 Faculty for action. The Dean of Faculty will either act upon the recommendation or
170 recommend a different course of action to the President.
171 c. The President, in turn, may either act upon the Dean of Faculty's recommendation or
172 recommend a different course of action to the Board of Trustees.
173 d. Actions or recommendations of the Dean of Faculty that are adverse to the faculty's
174 recommendation may be appealed by the Faculty Senate to the President; actions or
175 recommendations of the President that are adverse to the faculty's recommendation may
176 be appealed by the Faculty Senate to the Board of Trustees.
- 177 3. Responsibility of the Faculty
178 a. The faculty has primary responsibility for recommendations on the academic affairs of
179 the College through the delegated functions of formulating policy proposals and
180 recommending courses of action to the Dean of Faculty who will recommend a course of
181 action to the President of St. Mary's College of Maryland. This responsibility shall
182 include, but not be limited to:
183 1) The academic objectives of the College;
184 2) The curriculum, including the subject matter and methods of instruction;
185 3) The standards and policies governing admission to the College, graduation from the
186 College, and continuing matriculation at the College;
187 4) The recruitment, evaluation, and development of the faculty;
188 5) The long-range academic development of the College;

- 189 6) The allocation of educational resources; and
190 7) Those aspects of student life that are related to the educational process.
- 191 b. On matters that are the primary responsibility of the faculty, including those enumerated
192 above, the Dean of Faculty is given deference. The power of review or final decision,
193 however, is lodged in the Board of Trustees or delegated by it to the President in all
194 circumstances. Reasons for any decisions of the President and/or the Board that are
195 adverse to faculty recommendations shall be communicated to the faculty.
- 196 4. Faculty Appointment Procedures
- 197 a. General
- 198 1) Most faculty positions are awarded to an academic department, but positions can also
199 be awarded to a cross-disciplinary program or awarded jointly. For positions in
200 which a faculty member is appointed jointly to two or more academic programs
201 (departments and/or cross-disciplinary programs), hiring procedures shall adhere to
202 those specified for positions within a single program unless otherwise specified in
203 these Bylaws.
- 204 2) The Dean of Faculty will call for faculty line requests periodically, usually on an
205 annual basis. The Academic Planning Committee will recommend allocation of
206 faculty line positions to the Faculty Senate, which will make its recommendation to
207 the Dean of Faculty.
- 208 3) Each full-time faculty member at St. Mary's College of Maryland will serve in one of
209 the four ranks: professor, associate professor, assistant professor, instructor. Each
210 lecturer will serve in one of three ranks: lecturer, senior lecturer, master lecturer. It is
211 expected that most faculty members will be either on tenured or on tenure-track
212 appointments with contracts appropriate to their rank.
- 213 4) Appointment of full-time faculty members shall be made by the President.
- 214 5) Special appointments of faculty members may be made between Board meetings by
215 electronic mail ballot or by specific authorization to the President to fill a particular
216 vacancy.
- 217 6) As outlined above, this policy does not apply to appointment of non-tenure track
218 positions.
- 219 b. Search and Hiring Procedures for Full-Time Teaching Faculty
- 220 1) The search committee for a position assigned to a single academic program shall
221 typically be composed of the program chair or coordinator, one or two faculty
222 members selected by the program faculty, and one faculty member from outside the
223 program. The chair of the committee shall normally be the program chair or
224 coordinator. For positions designed to be joint appointments, the search committee
225 shall be composed of each program chair or coordinator, one faculty member elected
226 by the faculty within each program, and one faculty member from outside the
227 programs. The chair of the search committee shall normally be one of the program
228 chairs or coordinators, chosen by the Dean of Faculty.
- 229 2) After conducting its search and consulting with program faculty, the search
230 committee will make a recommendation, which the chair will communicate to the
231 Dean of Faculty who, in turn, will make a recommendation to the President. In the
232 event that the Dean of Faculty or the President does not concur with the
233 recommendation of the search committee, the search committee will meet with the
234 Dean of Faculty or the President and then make another recommendation.
- 235

- 236 3) Faculty contracts are extended by the President on the basis of recommendations by
237 the department chair and the Dean of Faculty. The President informs the Board of
238 Trustees of all successful hires .
- 239 4) Each appointment of a faculty member is validated by a formal written contract
240 between the appointee and the College.
- 241 5) The contract will state the rank, salary, length of agreement, and other considerations
242 of appointment. In the case of a joint appointment, the contract will clearly state the
243 expectations for work within each program and the means by which the faculty
244 member will be evaluated. A memorandum of understanding (MOU) may be used to
245 provide details of the appointment. In such cases the MOU shall be agreed to and
246 signed by the appointee, each program chair or coordinator, and the Dean of Faculty.
247 The conditions of the MOU must be consistent with the Faculty Bylaws. A copy of
248 the contract is presented to each prospective faculty member prior to acceptance of
249 the offered appointment.
- 250 6) The contract will be in the possession of both the College and the appointee before
251 the appointment is consummated.
- 252 7) The signed acceptance of the offered contract constitutes an obligation of the
253 appointee to be bound by all terms of the contract. The signature of the President of
254 the College will signify the institution's commitment to the contract.
- 255 8) The appointment is made upon the recommendation of the Dean of Faculty to the
256 President.
- 257 c. Appointment Types
- 258 1) Temporary appointments (Non-Lecturer)
- 259 a) The rank of temporary faculty members will be determined using the same
260 criteria for appointing tenured or tenure-track faculty to a rank, with the
261 exception of criteria for service to the College.
- 262 b) Visiting appointments are typically full-time appointments made to replace
263 faculty on leave or when the College has been unable to fill a tenure-track or a
264 tenured position. Normally, a faculty member will serve in a visiting capacity for
265 one to three years.
- 266 c) Term appointments are typically one- or three-year full-time appointments that
267 may be renewed for a total stay at the College normally not to exceed six years.
268 Term appointments are made for positions that are not suited for a tenure-track
269 appointment or where it is undesirable to make a tenure-track appointment due to
270 current staffing patterns or expected enrollment or program changes.
- 271 d) Adjunct faculty typically teach part-time, offering expertise to supplement the
272 available expertise of the program faculty. Adjunct appointments are made as
273 needed, typically one semester at a time.
- 274 2) Lecturer Appointments
- 275 a) The Lecturer title series is reserved for instructional positions with an increased
276 emphasis on teaching. Positions within the Lecturer title series carry modest
277 expectations of scholarly activity directed at academic and professional currency.
278 Modest service to the College beyond basic departmental citizenship is valued
279 but not required for these positions.
- 280 b) Faculty employed within the Lecturer title series are not eligible for tenure
281 regardless of their length of service to the College. In the event that a faculty
282 member in the Lecturer series applies for and accepts a tenure-track faculty

- 283 position, time spent in the Lecturer title series shall not be counted toward any
284 portion of a tenure-track probationary period.
- 285 c) Lecturer appointments must be at least half-time and are 10-month appointments.
286 All appointment policies are expressed in terms of full-time equivalent years of
287 service. Summer teaching assignments (unless in lieu of academic-year teaching
288 assignments) and overload assignments do not count toward full-time equivalent
289 years of service. One academic year of full employment is considered 1.0 full-
290 time equivalent years of service.
- 291 3) Tenure-Track and Tenured Appointments
- 292 a) Tenure track. A person appointed to a tenure-track position receives
293 probationary employment that may lead to tenure, subject to the procedures,
294 guidelines, and standards described in these bylaws.
- 295 b) Tenured. Persons who have been granted tenure may expect continuous
296 employment at St. Mary's College of Maryland subject to the conditions outlined
297 below in dismissal for cause (Section IV.L.).
- 298 4) Emeritus and Emerita Rank
- 299 a) The rank of Professor Emeritus or Professor Emerita (hereafter referred to as
300 Professor Emerit) is a distinct honor that may be conferred only upon those
301 faculty members who retire from the College, after having distinguished
302 themselves through sustained high quality of teaching and service to students,
303 scholarly achievement, and service to the College. Faculty are eligible for
304 nomination for Emerit status if they have served at least ten years at St. Mary's
305 College and have attained the rank of Professor by the time of retirement. The
306 rank exists to recognize outstanding accomplishment and loyalty to the College
307 and to provide the opportunity for continuing institutional affiliation after formal
308 retirement.
- 309 b) The Board of Trustees may waive these criteria to permit the awarding of Emerit
310 rank to faculty members of distinguished achievement.
- 311 c) The following procedures shall be followed in awarding the Emerit rank to
312 faculty members of distinguished achievement:
- 313 i) A candidate for Emerit rank must be recommended by a majority of the
314 full-time teaching faculty members of the department. The
315 recommendation is forwarded, in writing and with supporting reasons, to
316 the Dean of Faculty.
- 317 ii) The Dean of Faculty makes a recommendation to the President who, in
318 turn, makes a recommendation to the Board of Trustees for the
319 appointment.
- 320 d) The following privileges shall accrue to holders of the rank of Professor Emerit:
- 321 i) They, their spouses and dependents shall have full access to the physical
322 facilities of the College, consistent with the privileges of a full-time faculty
323 member.
- 324 ii) They shall be entitled to access to campus information technology
325 infrastructure including electronic mail and campus network access.
- 326 iii) Whenever possible, they shall be provided with office space.
- 327 iv) They shall be entitled to a mailbox in an appropriate office and the same
328 mailing privileges for professional correspondence as a full-time faculty
329 member.

- 330 v) They shall have access to secretarial services on a time-available basis, as
331 determined by the Dean of Faculty.
- 332 vi) They, their spouses and dependents shall receive the same discount for all
333 College events and productions as received by full-time faculty members.
- 334 vii) They shall be entitled to use the name of the College as an institutional
335 affiliation on grant proposals, fellowship applications, publications,
336 exhibits, etc., subject to the same restrictions and regulations as for full-
337 time faculty members.
- 338 viii) They may be invited to serve in an advisory capacity on College
339 committees, at the discretion of the Dean of Faculty or the President.
- 340

341 III. Organization of the Faculty for Governance

342 A. General Organization of the Faculty

- 343 1. For purposes of considering, evaluating, and recommending proposals for policies and
344 programs commensurate with the responsibility of the whole faculty, the faculty is organized
345 into standing committees and ad hoc committees.
- 346 2. A Faculty Senate serves as the executive committee of the faculty.

347 B. Process for Policy and Program Proposals

- 348 1. The faculty relies on faculty committees to consider proposals within their areas of
349 responsibility. In considering proposed policies, the committees are to consult thoroughly
350 with all interested persons in the College community.
- 351 2. All policy proposals of faculty committees must be considered and acted upon by the Faculty
352 Senate and, where appropriate, by the faculty. However, as a general rule, neither the Faculty
353 Senate nor the faculty should undertake extensive modifications of committee
354 recommendations. Instead, if the Faculty Senate or the faculty conclude that extensive
355 modifications of committee recommendations are necessary, the proposals should be returned
356 to the appropriate committee for further consideration.
- 357 3. When the faculty recommendation has been formulated and approved by the Faculty Senate
358 or the faculty, that recommendation will be forwarded to the Dean of Faculty. The Dean of
359 Faculty will either act upon the recommendation or recommend a course of action to the
360 President of the College. The President, in turn, may either act upon the Dean of Faculty's
361 recommendation or recommend a course of action to the Board of Trustees. Actions or
362 recommendations of the Dean of Faculty which are adverse to the faculty's recommendation
363 may be appealed by the Faculty Senate to the President of the College; actions or
364 recommendations of the President which are adverse to the faculty's recommendation may be
365 appealed by the Faculty Senate to the Board of Trustees.

366 C. The Faculty Senate

367 1. Duties

- 368 a. The Faculty Senate shall serve as the executive committee of the faculty, and the Faculty
369 Senate President and Vice President shall represent the faculty in deliberations with
370 officers of the College and the Board of Trustees. The Faculty Senate provides for the
371 participation of the faculty in committee assignments and other appointments. It shall
372 have the authority to establish ad hoc committees for particular purposes, but all such
373 committees shall be of limited duration. The Faculty Senate receives reports from all
374 committees of the faculty, from such ad hoc committees as it may establish, and from
375 College officers responsible for the administration of academic support programs. In

- 376 consequence of these reports, the Faculty Senate will determine the appropriate course of
377 action.
- 378 b. The Faculty Senate shall advise the President of the Faculty Senate on matters to be
379 included in the agenda for faculty meetings.
- 380 c. The Faculty Senate shall have the power to interpret these bylaws consistent with the
381 College Bylaws and the Education Article of the Maryland Code Annotated, Section 14-
382 401, et seq

383 2. Membership

- 384 a. Full-time faculty members who do not hold full-time administrative positions and who
385 have served at least two years on a tenured or tenure-track appointment at the College are
386 eligible to serve on the Faculty Senate. Program chairs normally are not eligible to serve
387 on Faculty Senate. The Faculty Senate shall consist of the following members:
- 388 1) Faculty Senate President.
 - 389 2) Faculty Senate Vice President.
 - 390 3) Faculty Senate Secretary.
 - 391 4) One senator shall be elected from each division by simple majority of the faculty
392 members in that division.
 - 393 5) Two senators elected at-large by the faculty.
- 394 b. If no pre-tenure faculty member is elected to serve on the Faculty Senate by the divisions,
395 one of the at-large senator positions shall be designated for a pre-tenure faculty person.
- 396 c. In addition to the senators, the Dean of Faculty and/or a designee of the Dean of Faculty
397 will serve with the Faculty Senate, without vote. A student representative to the Faculty
398 Senate, to serve with the Faculty Senate without vote, will be designated by the Student
399 Government Association.
- 400 d. Executive sessions of the Faculty Senate shall consist only of voting members of the
401 Faculty Senate, with others attending at the discretion of the Faculty Senate.

402 3. Election of Faculty to the Faculty Senate

- 403 a. At least one month before at-large faculty elections, the Faculty Senate will inform
404 divisions of expiring terms on the senate and request divisional election of a senator.
- 405 b. At least one week prior to the faculty meeting scheduled for spring elections, the Faculty
406 Senate shall distribute to the voting faculty the names of the senators elected by the
407 divisions and the nominees received for President, Vice President, and Secretary of the
408 Faculty Senate, at-large senators, faculty representatives to Board of Trustee committees,
409 parliamentarian of the faculty, and at-large senate committee members.
- 410 c. At a faculty meeting to be started no earlier than halfway through the spring semester and
411 to be completed no later than one week prior to the end of the spring semester, the faculty
412 shall hold elections to fill any expiring terms among the Faculty Senate President, Vice-
413 President, Secretary, at-large senators, faculty representatives to Board of Trustee
414 committees, and parliamentarian. Nominations from the floor will be permitted for each
415 position. Voting shall be by secret ballot if requested. A majority of those present and
416 voting is required for election. In the absence of such a majority, the faculty will proceed
417 immediately to a ballot between the two candidates with the largest number of votes.
- 418 d. The faculty shall elect, to fill expiring terms, in this order:
- 419 1) First, one member of the faculty is elected as President of the Faculty Senate;
 - 420 2) Second, a member of the faculty is elected as Vice-President of the Faculty Senate;
 - 421 3) Third, a member of the faculty is elected as Secretary of the Faculty Senate;
 - 422 4) Fourth, at-large senators are elected;

- 423 5) Fifth, the faculty elects faculty representatives to the Board of Trustee committees;
424 6) Sixth, the parliamentarian of the faculty is elected; and
425 7) Finally, the at-large senate committee members are elected.
- 426 e. Unless provided for elsewhere in these bylaws, the elected members of the Faculty
427 Senate shall serve three-year terms beginning with the start of the fall semester. The
428 terms of the members shall be arranged so that one third are elected each year. The terms
429 of the Faculty Senate President, Vice President, and Secretary shall be three years
430 beginning with the start of the fall semester.
- 431 f. If it becomes necessary to fill the unexpired term of a senator to the Faculty Senate, it
432 shall be the responsibility of the division, if a divisional senator, or the Faculty Senate, if
433 an at-large senator, to provide for a special election within four weeks of the time the
434 vacancy occurs.
- 435 4. The President of the Faculty Senate
- 436 a. The Faculty Senate President is elected by the faculty to serve as the executive officer of
437 the Faculty Senate to represent the faculty to the administration and Board of Trustees.
- 438 b. Duties: As the executive officer of the Faculty Senate, the duties of the Faculty Senate
439 President are:
- 440 1) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
441 and shall participate in the manner prescribed by the College Bylaws;
- 442 2) To preside over meetings of the faculty and to prepare and distribute the agenda for
443 those meetings;
- 444 3) To preside over meetings of the Faculty Senate and to prepare and distribute the
445 agenda for those meetings;
- 446 4) To coordinate faculty elections;
- 447 5) To refer matters to appropriate committees;
- 448 6) To represent the faculty in meetings of administrative councils;
- 449 7) To serve as the faculty representative to the Board of Trustees; and
450 8) To attend meetings of the Program Chairs.
- 451 c. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate
452 President, it shall be the responsibility of the Faculty Senate to provide for a special
453 election within four weeks of the time the vacancy occurs.
- 454 d. Compensation. During each semester in office, the Faculty Senate President shall receive
455 a reduction of teaching responsibilities equivalent to one four-credit course.
- 456 5. Vice President of the Faculty Senate
- 457 a. Duties
- 458 1) To assume the duties of the Faculty Senate President in the absence of the Faculty
459 Senate President; and
- 460 2) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
461 and shall participate in the manner prescribed by the College Bylaws.
- 462 b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate Vice
463 President, it shall be the responsibility of the Faculty Senate to provide for a special
464 election within four weeks of the time the vacancy occurs.
- 465 6. Secretary of the Faculty Senate
- 466 a. Duties
- 467 1) To assume the duties of the Faculty Senate Vice President in the absence of the
468 Faculty Senate Vice President;

- 469 2) To assist the Faculty Senate President with archiving the Faculty Senate meeting
470 minutes;
- 471 3) To review annually the Faculty Bylaws for compliance and for necessary updates,
472 reporting findings to the Faculty Senate; and
- 473 4) To oversee any updates to the Faculty Bylaws and their subsequent distribution and
474 archiving.
- 475 b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate
476 Secretary, it shall be the responsibility of the Faculty Senate to provide for a special
477 election within four weeks of the time the vacancy occurs.
- 478 7. The Faculty Representatives to the Board of Trustees Committees
- 479 a. The Faculty Representatives to Board of Trustee Committees are tenured or tenure-track faculty
480 members elected by the faculty to advise the Dean of Faculty, to report back to the faculty the
481 discussions and actions undertaken by the Board committee they represent, and to represent
482 faculty interests to the Board of Trustees.
- 483 b. The faculty shall elect Faculty Representatives to Board of Trustee Committees to each serve a
484 term of three years, beginning with the start of the fall semester.
- 485 c. If it becomes necessary to fill the unexpired term of any of the Faculty Representatives to Board
486 of Trustee Committees, it shall be the responsibility of the Faculty Senate to provide for a special
487 election within four weeks of the time the vacancy occurs.
- 488 d. The Faculty Finance Delegate
- 489 1) The Faculty Finance Delegate is a voting member of the Finance, Investment, and Audit
490 Committee of the Board of Trustees per College Bylaws.
- 491 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on fiscal and
492 budgetary matters pertaining to the academic sector; to consult with the Dean of Faculty and
493 Vice President for Business and Chief Finance Officer on fiscal and budgetary matters, and
494 to attend the meetings of the Finance, Investment, and Audit Committee of the Board of
495 Trustees and participate in the manner prescribed by the College Bylaws.
- 496 e. The Admission and Financial Aid Faculty Representative
- 497 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters relating
498 admission and enrollment; to consult with the Dean of Faculty and the Vice President for
499 Enrollment Management on standards for admission, scholarships, and size and diversity of
500 the entering class, and to attend the meetings of the Admission and Financial Aid Committee
501 of the Board of Trustees and participate in the manner prescribed by the College Bylaws.
- 502 f. The Technology, Buildings, and Grounds Faculty Representative
- 503 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters relating
504 to academic facilities and resources including buildings, computing, and library services; to
505 advise the Dean of Faculty and Vice President for Business and Chief Finance Officer on
506 facilities and resources, and to attend the meetings of the Technology, Buildings, and
507 Grounds Committee of the Board of Trustees and participate in the manner prescribed by the
508 College Bylaws.
- 509 g. The Campus Life Faculty Representative
- 510 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
511 pertaining to student life; to advise the Dean of Faculty, Vice President for Equity and
512 Strategic Initiatives, and the Vice President for Student Affairs on campus life matters, and
513 to attend the meetings of the Campus Life Committee of the Board of Trustees and
514 participate in the manner prescribed by the College Bylaws.
- 515 h. The Institutional Advancement Faculty Representative

- 516 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
517 pertaining to fundraising and marketing; to advise the Dean of Faculty and the Vice
518 President for Advancement on matters related to institutional advancement, and to
519 attend the meetings of the Institutional Advancement Committee of the Board of
520 Trustees and participate in the manner prescribed by the College Bylaws.
- 521 i. The Academic Affairs Faculty Representative
- 522 1) The President of the Faculty Senate serves as the Faculty Representative to the
523 Academic Affairs Committee of the Board of Trustees.
- 524 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
525 pertaining to academic affairs via written and verbal report; to advise the Dean of
526 Faculty on academic matters, and to attend the meetings of the Academic Affairs
527 Committee of the Board of Trustees and participate in the manner prescribed by the
528 College Bylaws.
- 529 8. Parliamentarian of the Faculty
- 530 a. The faculty shall elect a parliamentarian to serve a three-year term, beginning with the
531 start of the fall semester.
- 532 b. Duties
- 533 1) To advise the person presiding at meetings of the faculty on the correct parliamentary
534 procedure; and
- 535 2) To advise the Faculty Senate President, or other members of the faculty, on issues of
536 parliamentary procedure.
- 537 c. Vacancy. If it becomes necessary to fill the unexpired term of the parliamentarian of the
538 faculty, it shall be the responsibility of the Faculty Senate to provide for a special election
539 within four weeks of the time the vacancy occurs.
- 540 9. Faculty Committee Structure
- 541 a. General Provisions
- 542 1) Membership on standing committees of the faculty shall be restricted to tenured and
543 tenure-track faculty who are full-time teaching faculty. Unless otherwise specified,
544 faculty members may serve on no more than one standing committee at a time.
- 545 2) Membership on standing committees shall be elected by the division, if a divisional
546 representative, or by the faculty, if an at-large representative.
- 547 3) Unless otherwise specified, appointments to all committees are for three years,
548 renewable for a second term for a maximum of six years of continuous service on a
549 particular committee. The terms of faculty members on all committees, where
550 possible, should be staggered.
- 551 4) Any vacancies that occur in a committee's membership shall be elected by the body
552 that originally elected that committee member. For the purpose of calculating
553 continuous years of service on a particular committee, the completion of an
554 unexpired term is not counted as one of the two terms of service for the faculty
555 member completing the term.
- 556 5) Terms of service on faculty committees begin at the start of the fall semester. The
557 Faculty Senate will designate one committee member to convene the first meeting of
558 the committee, at which time a chair will be elected. A quorum for the purpose of
559 doing business shall consist of a majority of the voting members, exclusive of student
560 members.
- 561 6) Administrative representation to appropriate committees is provided for in these
562 bylaws and generally will occur after consultation of the Faculty Senate and the Dean

- 563 of Faculty. Unless otherwise provided for, these representatives do not vote and shall
564 not be counted in determining quorums.
- 565 7) Student representation to appropriate committees as provided for in these bylaws.
566 The Student Government Association nominates these representatives. Student
567 members shall not be counted in determining quorums.
- 568 8) College officers who wish faculty representation on special administrative
569 committees should seek the advice of the Faculty Senate.
- 570 b. Types of Committees
- 571 1) Ad Hoc Committees. Ad hoc faculty committees may be established from time to
572 time by the Faculty Senate to consider specific issues that do not clearly fall under
573 the jurisdiction of any committee as established by these bylaws. These committees
574 will exist for clearly defined times.
- 575 2) Standing Committees. Standing committees make recommendations regarding
576 programs of the faculty within their area of jurisdiction. All standing committees of
577 the faculty shall be responsible to the Faculty Senate; their recommendations with
578 supporting information shall be conveyed in writing by the committee chair.
- 579 c. All proposals for committee action shall be submitted by the Faculty Senate in writing to
580 the appropriate committee chairperson.
- 581 10. Faculty Senate Committees
- 582 a. The following are the standing committees of the Faculty Senate:
- 583 1) Academic Planning Committee
584 2) Academic Policy Committee
585 3) Curriculum Review Committee
586 4) Faculty Issues Committee
587 5) Faculty Inclusion, Diversity, and Equity Committee
588 6) Teaching and Assessment Committee
- 589 b. Academic Planning Committee
- 590 1) For issues related to traditional academic planning matters such as allocation of
591 academic lines, the Academic Planning Committee will be constituted.
- 592 2) The committee membership shall consist of:
- 593 a) one faculty member elected by each division, at least one of whom shall be a pre-
594 tenure faculty member.
- 595 b) an at-large faculty member may also be elected if deemed necessary by the
596 Faculty Senate.
- 597 c) the Dean of Faculty or their designee serves with the committee without vote.
- 598 3) Functions of the Academic Planning committee
- 599 a) to analyze the existing state of undergraduate and post-baccalaureate education
600 both internal and external to the College, and project trends
- 601 b) to review plans for the development of the academic program of the College,
602 evaluate progress in meeting the objectives of such plans, and consider the
603 implications, financial and otherwise, of various strategies for development
- 604 c) to recommend to the Dean of Faculty and senate the allocation of faculty lines
605 and faculty support positions
- 606 d) to review the progress of all developing academic programs, new academic
607 initiatives, and results of external program reviews
- 608 e) to recommend actions to the Dean of Faculty and report their recommendations
609 to the Faculty Senate.

- 610 c. Academic Policy Committee
611 1) Membership
612 a) one faculty member elected by each division.
613 b) an at-large faculty member may also be elected if deemed necessary by the
614 Faculty Senate.
615 c) one student, appointed by the Faculty Senate, serves on the committee with vote.
616 d) the Registrar of the College or their representative serves with the committee
617 without vote.
618 e) the Dean of Faculty or their designee serves with the committee without vote.
619 2) Functions
620 a) To review and recommend to the Faculty Senate academic policies for all courses
621 and programs at the College offered on or off campus during the regular terms
622 and the summer term. Specifically, the areas of responsibility include the
623 following policy matters: calendar and schedules; academic advising; class
624 attendance; examinations; academic probation and dismissal; class status;
625 transfer, advanced placement, and credit by examination; graduation with honors;
626 and academic dishonesty.
627 b) To review all cases of an academic nature for which policy has not been stated
628 and to make recommendations to the Faculty Senate
629 c) To participate in the review of all cases of academic dismissal, alongside relevant
630 staff members, and make recommendations to the Dean of Faculty or their
631 representative.
632 d) To review student requests for exceptions to degree requirements or other
633 academic policies and make recommendations to the Dean of Faculty or their
634 representative.
635 d. Curriculum Review Committee
636 1) Membership
637 a) one faculty member elected by each division.
638 b) an at-large faculty member may also be elected if deemed necessary by the
639 Faculty Senate.
640 c) one student, appointed by the Faculty Senate, serves on the committee with vote.
641 d) the Registrar of the College or their representative serves with the committee
642 without vote.
643 2) Functions
644 a) To review proposed additions, deletions, and changes to the curricular
645 requirements and course offerings of all components of the academic program of
646 the College, and to make recommendations for action to the Faculty Senate
647 b) To review the course offerings and curricular requirements of all proposed
648 academic programs of the College, and of existing programs of the College as the
649 need arises, and to make recommendations to the Faculty Senate
650 c) To periodically review curricular requirements and assessment procedures and
651 outcomes for all academic programs of the College
652 d) To review and approve proposed student-designed majors.
653 e) To establish and publish deadline dates and procedures for the submission of
654 proposed revisions or additions to the curriculum of the College
655 e. Faculty Issues Committee
656 1) Membership

- 657 a) one faculty member elected by each division.
658 b) an at-large faculty member may also be elected if deemed necessary by the
659 Faculty Senate.
660 c) the Dean of Faculty or their representative serves with the committee without
661 vote.
- 662 2) Functions
663 a) To review policies related to faculty hiring, promotion and tenure. This is not
664 evaluative but rather a review of the policies surrounding the hiring, promotion
665 and tenure processes.
666 b) To review standards, policies, and guidelines related to compensation including
667 merit evaluation, equity adjustment, benefits and retirement.
668 c) To periodically review all policies related to faculty and comparison to peer
669 institutions.
- 670 f. Faculty Inclusion, Diversity, and Equity Committee
671 1) Membership
672 a) one faculty member elected by each division.
673 b) the Dean of Faculty or representative serves with the committee without vote.
674 2) Functions
675 a) To review College policies and practices that impact the recruitment, support,
676 and retention of historically underrepresented faculty and to recommend changes
677 and develop policies for improvement; and to collaborate with the Vice President
678 for Equity and Strategic Initiatives as well as various committees, offices,
679 administrators, departments, and programs to address inclusion, diversity, and
680 equity issues of importance to faculty.
- 681 g. Teaching and Assessment Committee
682 1) Membership
683 a) one faculty member elected by each division.
684 b) the Dean of Faculty or their representative serves with the committee without
685 vote.
686 2) Functions
687 a) To review policies and practices related to the assessment of student learning
688 within the academic programs and to recommend changes for improvement; and
689 to collaborate with Academic Affairs on the collection and dissemination of
690 student learning outcomes assessment data in order to improve teaching and
691 learning.
- 692 D. Meetings
693 1. Individuals Eligible to Vote
694 a. all persons occupying tenured, tenure-track, lecturer, or full-time temporary appointments
695 b. Associate Deans who are appointed from the faculty
696 c. Associate Vice President for Academic Affairs who is appointed from the faculty
697 d. Dean of Faculty of the College
698 e. President of the College
699 f. all full-time college employees teaching at least four credit hours in the current semester.
700 2. Meetings of the Faculty and Faculty Senate
701 a. Rules of Procedure

- 702 1) Meetings of all groups formed under these bylaws shall be open to all members of the
703 College community. However, any such group may convene executive sessions
704 subject to the State of Maryland open meeting law.
- 705 2) All meetings held under these bylaws shall be governed by the procedures described
706 in Robert's Rules of Order, Revised.
- 707 b. Faculty Meetings
- 708 1) The faculty shall meet at least once each semester.
- 709 2) The president of the Faculty Senate will coordinate:
- 710 a) approval of meeting schedules and agendas by the Faculty Senate.
- 711 b) communicating the agenda to the faculty so that faculty members shall receive
712 written notice of a faculty meeting and an agenda for the meeting not later than
713 three full working days prior to the day scheduled for the meeting.
- 714 c) compilation, in consultation with the department chairs, and approval of the
715 voting list at the first faculty meeting of each semester.
- 716 3) Upon the request of at least twenty percent of the voting faculty, the president of the
717 Faculty Senate shall call a faculty meeting not later than one week from the
718 submission of the petition.
- 719 4) A quorum for doing business in program, division, and faculty meetings shall consist
720 of a number of voting faculty exceeding fifty percent of the total number of voting
721 faculty members excluding visiting or part-time faculty and those faculty members
722 on sabbatical leaves or other leaves of absence.
- 723 5) By a two-thirds vote, the faculty or the Faculty Senate may authorize an electronic
724 mail ballot on unresolved motions before the faculty. For a motion to pass on an
725 electronic mail ballot, a simple majority of affirmative votes must be counted from a
726 number of ballots exceeding fifty percent of the total number of faculty counting
727 toward a quorum.
- 728 c. Faculty Senate Meetings
- 729 1) Meetings of the Faculty Senate shall be held regularly and at least once each month
730 during the academic year.
- 731 2) There shall be a Faculty Senate meeting within one week of the beginning of each
732 semester at which the time of the regular Senate meetings for the following semester
733 shall be decided. The time of the regular Senate meetings shall be announced to the
734 College community well in advance of the semester to allow for planning.
- 735 3) Faculty members shall receive written notice of each senate meeting and the agenda
736 of items for that meeting not later than the last working day before the day of the
737 meeting. Faculty Senate meeting minutes shall be approved by the Faculty Senate
738 and distributed to the faculty in a timely manner after the Senate meetings.
- 739 4) Special Faculty Senate meetings shall be held at the request of at least two members
740 of the senate or of twenty percent of the faculty not later than three working days
741 after the submission of the request.
- 742 5) A quorum shall consist of two-thirds of the elected members of the Faculty Senate.
- 743 6) A majority of the senate members present and voting shall be required for Faculty
744 Senate action on all matters.
- 745 d. Approval of Faculty Senate Actions by the Faculty
- 746 1) All matters of major importance shall be brought by the Faculty Senate before the
747 faculty and decided by the faculty. The Faculty Senate may refer any of its actions to
748 the faculty as it deems appropriate.

- 749 2) The Faculty Senate may act for the faculty on other matters.
750 3) When a faculty meeting cannot reasonably be convened, and action by the faculty is
751 urgently required, the Faculty Senate may act for the faculty. Such Faculty Senate
752 action shall be communicated to the faculty and may be reviewed by the faculty as
753 soon as a faculty meeting can be held.
754 4) Faculty approval of Faculty Senate actions shall be assumed if no request for faculty
755 review is received by the Faculty Senate President within five working days of the
756 distribution of the minutes of the Faculty Senate meeting in which the action was
757 taken. Upon request of at least twenty percent of the faculty or of one third of the
758 members of the Faculty Senate, the Faculty Senate action shall be brought before the
759 faculty and decided by the faculty.
760

761 IV. Bylaws Governing Tenure-Track Faculty Appointments, Evaluations, and Tenure

762 A. Preface

- 763 1. St. Mary's College of Maryland has as its primary mission to provide students an education in
764 the liberal arts and sciences comparable to that found at the best institutions of its kind. The
765 standards by which faculty members will be judged reflect this mission. The evaluation of
766 faculty should support the welfare and goals of both the individual and the institution.
767 2. In the process of evaluating faculty members the standards described below shall be used.
768 These standards are neither rigid nor formulaic in nature. They support the right of each
769 faculty member to develop as a teacher-scholar.

770 B. Minimum Criteria for Appointing Faculty to a Rank

- 771 1. Expectations regarding teaching ability, professional achievement, and service to the College
772 will vary from rank to rank. The higher the rank, the higher the level of expected proficiency.
773 Meeting the following criteria for rank appointment is a necessary but not always a sufficient
774 basis for appointment. When it is in the best interest of the College, any of the standards
775 listed below may be waived to permit the appointment of individuals of distinguished
776 achievement.
- 777 2. Instructor
- 778 a. Substantial progress towards a doctorate or other appropriate terminal degree
 - 779 b. Previous teaching experience
 - 780 c. Strong evidence of potential for growth as a teacher and a scholar
- 781 3. Assistant Professor
- 782 a. A doctorate or other appropriate terminal degree
 - 783 b. Previous teaching experience
 - 784 c. Strong evidence of potential for growth as a teacher and scholar
- 785 4. Associate Professor
- 786 a. A doctorate or other appropriate terminal degree
 - 787 b. Completion of five years of successful teaching in a tenure track position at the college
788 level
 - 789 c. Excellence as a teacher
 - 790 d. Scholarly and creative achievements that have received recognition from professional
791 peers beyond the campus
 - 792 e. Significant, high quality service to the College
- 793 5. Professor
- 794 a. A doctorate or other appropriate terminal degree
 - 795 b. Completion of at least five years at the rank of associate professor

- 796 c. Demonstration of continued excellence as a teacher
- 797 d. Further scholarly and creative achievement
- 798 e. Superior service to the College, preferably in leadership roles

799 C. Conditions for Tenure-Track and Tenured Appointments

800 1. Tenure is the assurance to experienced faculty members that they may expect to continue in
801 their academic position unless adequate cause for dismissal is demonstrated in a fair hearing
802 following the procedures established in these bylaws. Tenure may be granted by the Board of
803 Trustees to faculty members after the expiration of their probationary period or at the time of
804 appointment to faculty status. Tenure terminates with the retirement or resignation of the
805 faculty member, or when the faculty member is dismissed for cause after due process, or when
806 the position is eliminated under extraordinary circumstances due to financial exigency.
807 Termination of tenured faculty members because of financial exigency should be declared and
808 demonstrably bona fide.

809 2. Probationary Pre-tenure Period

- 810 a. During the probationary period, a faculty member should have the academic freedom, as
811 described in Section I.C., that all other members of the faculty have.
- 812 b. Faculty members who are appointed to tenure-track positions at St. Mary's College of
813 Maryland shall serve a probationary period according to the schedule and subject to the
814 conditions listed below.
- 815 c. The initial appointment is for a period of three years.
- 816 d. The evaluation of a faculty member for renewal of the initial appointment takes place
817 during the fifth semester. A notice that the appointment will or will not be renewed must
818 be given in writing by the President of the College no later than five months before the
819 expiration of the contract. If a faculty member has not received timely notice concerning
820 the non-renewal of appointment, the person is offered a one-year contract extension prior
821 to its expiration.
- 822 e. The second and final probationary appointment is for a period of three years. Prior to
823 expiration of this contract, the faculty member shall receive a written communication by
824 the President of the College that informs the person that either 1) tenure has been granted,
825 or 2) the appointment terminates with the expiration of the contract. A faculty member
826 denied tenure would then be offered a one-year contract extension prior to its expiration.
- 827 f. The probationary period is not to exceed six years, except under the following
828 circumstances:
 - 829 1) Automatic one-year extensions are granted for parental caregiving within the first year
830 after childbirth or adoption of a minor child. This automatic extension will be applied
831 by the Dean of Faculty upon notification by the faculty member of a qualifying event.
832 No more than two automatic extensions will be granted for this purpose. Faculty
833 members may waive this automatic extension by submitting a written statement to the
834 Dean of Faculty specifying that they wish to waive the extension.
 - 835 2) Extensions may be requested for personal or medical reasons such as elder care,
836 personal illness, care of an ill family member, or unique professional opportunities
837 such as fellowships or special assignments. Such extensions will be requested by the
838 faculty member to the program chair or coordinator and Dean of Faculty and will
839 typically extend the probationary period by one year.
 - 840 3) Such extensions shall not change the standards for review.

841

- 842 4) For faculty members with substantial prior teaching or other appropriate experience
843 the probationary period may be shortened at the time of the initial appointment by
844 mutual agreement between the Dean of Faculty and the faculty member in
845 consultation with the program chair or coordinator. This agreement will be
846 formalized in the faculty member's contract.
- 847 3. Appointments to Tenure Without a Probationary Period
- 848 a. If a person is considered for the granting of tenure without a probationary period, the
849 program chair or coordinator must write a letter of recommendation for the College
850 Evaluation Committee. In the case of a joint appointment, the chair or coordinator of each
851 program must write a letter of recommendation. Then the person's credentials shall be
852 reviewed by the College Evaluation Committee, which will make a recommendation to
853 the Dean of Faculty, who will recommend to the President, who will recommend to the
854 Board before tenure is offered.
- 855 4. Institutional Factors that Influence Award of Tenure
- 856 a. The College must seek to maintain balance in its faculty and to preserve flexibility to
857 adjust its programs to the needs of a changing environment. The decision to grant tenure
858 is of such fundamental importance that the Dean of Faculty, President or board
859 committees involved in the faculty evaluation process must be accorded reasonable
860 latitude consistent with academic freedom, equal opportunity, and standards of fairness.
- 861 b. A tenure-track appointment is made when institutional projections, arrived at by the Dean
862 of Faculty in consultation with the appropriate program chair or coordinator, show that it
863 is probable that the appointment can lead to tenure primarily on the basis of meritorious
864 performance. Occasionally the institutional interest may require that a tenure-track
865 appointment be made if there is a reasonable possibility, rather than a probability, that the
866 appointment can lead to tenure. In such a case, the candidate for the position will be
867 informed in writing of the situation before the appointment is made.
- 868 c. Serious financial or enrollment shortfalls or changing educational or curricular needs may
869 have a bearing on the awarding of tenure appointments. The College will make every
870 effort to identify such factors and avoid them. In such cases when such exigency is
871 unavoidable, the College will notify any affected faculty members of them as soon as
872 possible and, barring an imminent and significant reduction of College resources, no later
873 than two years before the decision of whether to grant tenure is scheduled to take place.
- 874 d. When a situation arises where there are such institutional grounds (other than the
875 circumstances described in section V.K of current Bylaws) to eliminate or convert an
876 occupied tenure-track position to a term position, the Dean of Faculty will present the
877 case to the tenured members of the affected program for their advice. If the Dean of
878 Faculty then judges that the appointment should not be renewed, the Dean of Faculty will
879 proceed to inform the faculty member without delay and make a recommendation against
880 renewal to the President. Any recommendation against renewal of an appointment for
881 such reasons shall be reviewed by the Faculty Senate, which will make its own
882 recommendation to the President. The final decision is made by the Board of Trustees
883 following the recommendation of the President. The faculty member will have the right
884 to serve out the term of the contract.
- 885 D. Standards for Evaluating Tenure-Track Faculty for Pre-Tenure Contract Renewal, Tenure,
886 Promotion, and Post-Tenure Review
- 887 1. The three basic criteria applied to faculty evaluation are excellence in teaching; scholarly,
888 professional and/or creative achievement; and service to the College and the wider

889 community. Teaching of high quality and the maintenance of excellence and competence in
890 the classroom are, however, of greatest importance and cannot be replaced by high
891 achievement in the other areas.

892 2. The following definitions and guidelines are used in the evaluation of faculty.

893 a. Excellence in teaching

894 1) St. Mary's College of Maryland expects its faculty members to be excellent teachers.

895 While many different teaching styles can lead to excellence in teaching, these are
896 some common elements that characterize excellent teachers. Excellent teachers
897 should:

898 a) show respect for all students and concern for their intellectual development.

899 b) have broad and deep knowledge of their disciplines and how those disciplines
900 relate to other fields.

901 c) demonstrate a commitment to teaching through an ongoing course development
902 and revision process that includes articulation of clear course goals, flexibility
903 and experimentation in approach, and critical self-reflection in the evaluation of
904 course outcomes. That commitment should extend to the broader curricular goals
905 of the academic programs with which they are involved.

906 d) have the ability to communicate effectively and encourage students to actively
907 engage with diverse ideas both in and out of the classroom.

908 e) encourage students to think critically about and clearly express their ideas
909 throughout their intellectual life.

910 f) set high standards that help foster both student achievement and independent
911 thought.

912 g) demonstrate concern for students by providing clear expectations and fair, timely,
913 and thorough feedback when evaluating student work.

914 h) Take an active and effective role in advising. Advising should include
915 knowledge of relevant College policies and procedures, timely and accurate
916 responses to advisee inquiries, informed guidance in course selection, knowledge
917 of advisee interests and goals, and active discussion of post-graduation academic
918 and career decisions.

919 b. Professional, scholarly, and/or creative achievement

920 1) All faculty are expected to be professionally active and to keep abreast of
921 developments within their field. Professional achievements contribute to the
922 intellectual development of the person and enhance their teaching in the field. To
923 further these teaching goals, the involvement of students in these professional
924 activities is encouraged where possible. Professional work that extends the
925 availability of the discipline to a wider audience is also valued.

926 2) Professional, scholarly, and creative work should receive recognition from
927 professional peers beyond the campus. Such recognition may consist of the
928 publication of articles by recognized professional, peer reviewed journals or by
929 respected national journals, magazines, or newspapers, or in the publication of books
930 of an intellectual nature by reputable publishers. It may also consist of the
931 presentation of artistic, literary, dramatic, or musical creations or performances in
932 galleries and theaters and reviews of these artistic, literary, dramatic, or musical
933 creations or performances by respected critics in leading publications. Other forms of
934 recognition exist and may be used, as appropriate, to evaluate the individual faculty
935 member's scholarship.

- 936 c. Service to the College and the Community
- 937 1) As part of their service to the College, faculty members are expected to be active
- 938 participants in the life of the College. Faculty members are expected to conduct
- 939 themselves professionally and to accept their fair share of the department's and
- 940 College's administrative workload. In addition, faculty members may contribute to
- 941 the administration of cross-disciplinary study areas. Because such work functions to
- 942 further the mission of the College as a whole, departments have the responsibility to
- 943 consider it as equally important as departmental administration. Faculty members
- 944 should contribute to the well-being of the College and its students and personnel by
- 945 participating in activities and programs that improve the functioning of the institution
- 946 and enhance life at the College.
- 947 2) Service activities may include the following:
- 948 a) Service on standing or ad hoc committees of the College and/or the Faculty
- 949 Senate.
- 950 b) Participation in the formulation of courses and programs.
- 951 c) Participation in institutional self-study and evaluation programs.
- 952 d) Participation in recruitment of faculty.
- 953 e) Organization of, or active participation in, programs that enhance the cultural or
- 954 intellectual life at the College or in the wider community.
- 955 f) Organization of, or active participation in, social, charitable, or educational
- 956 programs at the College or in the wider community.
- 957 g) Work in alumni relations, student recruitment, and College advancement.
- 958 h) Contributions to extracurricular programs or activities that enhance student
- 959 development.
- 960 i) Work involved in international programs and study abroad.
- 961 E. Expected Achievements of Faculty at Various Evaluations
- 962 1. Pre-tenure Contract Renewal
- 963 a. At the time of this evaluation, the faculty member should have made significant progress
- 964 towards achieving excellence in teaching. It is also expected that the faculty member will
- 965 have begun to implement a program of scholarly, professional and/or creative activities
- 966 and service to the College. Although the faculty member will be evaluated in all three
- 967 areas, primary importance will be given to the person's teaching. Persons who are not
- 968 professionally competent or who fail to demonstrate continued significant progress
- 969 towards teaching excellence, professional activity and service should not be reappointed.
- 970 Faculty members who have not completed the work for the appropriate terminal degree
- 971 generally will not be reappointed.
- 972 2. Tenure and Promotion to Associate Professor
- 973 a. In this evaluation the faculty member's teaching; professional, scholarly, and/or creative
- 974 achievements; and service to the College will be assessed. For the granting of tenure, the
- 975 faculty member must be an excellent teacher. Scholarly and creative accomplishments
- 976 must be of high quality and recognized by professional peers beyond the campus. Service
- 977 to the College must be of high quality. All achievements must be consistent with the
- 978 expectations by the College spelled out in the pre-tenure evaluations.
- 979 3. Promotion to Professor
- 980 a. Tenured faculty members are expected to continue to develop as teachers, scholars, and
- 981 members of the college community throughout their careers. For promotion to professor,
- 982 the faculty member must continue to be an excellent teacher and demonstrate continuing

983 high-quality professional activity recognized outside the College. Service to the College
984 should be of superior quality and include leadership roles. The faculty member's progress
985 should be consistent with the expectations by the College spelled out in earlier
986 evaluations.

987 F. The Evaluation Process for Pre-Tenure Contract Renewal, Tenure, and Promotion of Faculty

988 1. The faculty evaluation process is established for the evaluation of all full-time faculty
989 members for the purposes of pre-tenure contract renewal, the awarding of tenure, and
990 promotion to higher rank. The formal evaluation for pre-tenure, and tenured faculty is
991 focused on an evaluation file consisting of required materials specific to the stage of
992 evaluation and prepared by the faculty member under evaluation. Once submitted, the
993 evaluation file is the common document reviewed and evaluated in sequence by the
994 evaluative chain. The chain of evaluation is as follows: the program chair makes a
995 recommendation to the College Evaluation Committee. This committee makes a
996 recommendation to the Dean of Faculty who, in turn makes a recommendation to the
997 President. The President recommends an action to the Academic Affairs Committee of the
998 Board of Trustees and the Board of Trustees makes the final decision.

999 2. Confidentiality of the Process and Conduct of Participants in the Process

1000 a. Committees and individuals involved in the evaluation process have the right and the
1001 responsibility to conduct their deliberations without outside interference.

1002 b. Participants in the evaluation process must observe strict confidentiality at each step.
1003 Discussions about a candidate may only involve those with direct knowledge of the
1004 content of the faculty member's file.

1005 c. Faculty members shall be notified of all decisions that concern them and will be informed
1006 of the reasons for each decision.

1007 d. Upon written request by a faculty member or an officer or committee involved in the
1008 evaluation process, the Faculty Senate shall investigate any allegations of violations of
1009 procedures.

1010 3. Timetable of the Evaluation Process

1011 a. Pre-tenure Contract Renewal

1012 1) The following timetable applies to persons who are appointed to tenure-track
1013 positions at the entry level. For faculty members who are credited with previous
1014 teaching experience appropriate adjustments will be made as described in the
1015 appointment letter.

1016 a) The pre-tenure evaluation will be conducted during the fifth semester of the
1017 faculty member's employment at the College.

1018 b) The faculty member must have their evaluation file submitted to the program
1019 chair or coordinator prior to the start of their fifth semester.

1020 c) Following the formal pre-tenure review in the third year, the program chair or
1021 coordinator will discuss with the faculty member the expectations for tenure as
1022 outlined in the program letter.

1023 b. Tenure and Promotion to Associate Professor

1024 1) The evaluation for granting of tenure and simultaneous promotion to associate
1025 professor will typically occur in the faculty member's twelfth semester at the
1026 College, unless an earlier time is agreed to by the Dean of Faculty or an extension has
1027 been granted. Pre-tenure sabbatical time is included in this count. Leave of absence
1028 may also be included in this count.

- 1029 2) The faculty member must have their evaluation file submitted to the Program
1030 Evaluation Committee chair by a time determined by the Dean of Faculty.
- 1031 c. Promotion to Professor
- 1032 1) As early as the twelfth semester following receipt of tenure and promotion to
1033 associate professor, a faculty member may make application to the program chair or
1034 coordinator to be promoted to professor. This time includes any time on sabbatical
1035 from the College. This time may include paid leaves of absence.
- 1036 4. The Evaluation Process
- 1037 a. Review of candidates for reappointment, tenure, and promotion is conducted by the
1038 following groups and individuals, in the specified order. The specific purpose of each
1039 group or individual is to evaluate the performance of the faculty member under review,
1040 and make recommendations on pre-tenure contract renewal, tenure, or promotion.
- 1041 b. The candidate is responsible for submitting the completed electronic file to the PEC chair
1042 and to the Office of the Dean of Faculty simultaneously no later than close of business on
1043 the indicated due date, or the following business day if the due date is a weekend or
1044 holiday.
- 1045 c. Should the file be found to have structural problems, mechanical or permissions issues, or
1046 inaccessible content, the Office of the Dean of Faculty may communicate with the
1047 candidate to pursue corrections. If the candidate is unavailable or unresponsive to this
1048 request after two business days, the file will progress through the evaluation chain noting
1049 that deficiency, with no change to the overall timeline.
- 1050 d. Should the file be found to have erroneous or unclear content, either evaluative
1051 committee may send the candidate a request for correction or clarification,
1052 simultaneously copying in the Dean of Faculty. The candidate will have one week to
1053 reply with a written response; both communications will be added to the file alongside
1054 the evaluating committee's letter.
- 1055 e. Program Evaluation Committee (PEC)
- 1056 1) Composition of the PEC
- 1057 a) For faculty with an appointment to an academic department, the PEC comprises
1058 tenured faculty in the department who are not serving in administrative positions
1059 outside the department. Tenured members of the department who are on
1060 sabbatical in semesters when a promotion case is scheduled for review may opt
1061 to sit on, review, and vote with the PEC if they wish, but such service shall be
1062 neither compulsory nor coerced.
- 1063 b) For faculty appointments within a cross-disciplinary program, the steering
1064 committee shall be responsible for forming a PEC, comprised by at least three
1065 tenured faculty affiliated with the program.
- 1066 c) For joint appointments to two or more academic programs, the PEC will consist
1067 of all faculty members in each program's respective PEC.
- 1068 d) The chair of the PEC shall be the chair or coordinator of the academic
1069 department or cross-disciplinary program. If the program chair or coordinator is
1070 not tenured or is standing for tenure or promotion, or in the case of joint
1071 appointments, the PEC will elect a chair from within its members.
- 1072 e) A PEC will contain no fewer than three members. If a program contains fewer
1073 than three tenured faculty members eligible to serve on the PEC, the person
1074 under review shall submit the names of tenured faculty members from other

- 1075 programs to serve on the PEC and the Dean of Faculty shall appoint from this
1076 list.
- 1077 2) Procedures for the PEC
- 1078 a) It is the responsibility of members of the PEC to participate in a thorough and
1079 balanced evaluation of their colleagues. All tenured members should acquire
1080 knowledge of the candidate's teaching, through discussions about teaching with
1081 the candidate, review and discussion of teaching materials, or classroom
1082 observations. The PEC chair will collaborate with the senior faculty and the
1083 candidate to arrange pedagogical discussions or review of course materials as
1084 well as classroom visitations by members of the PEC. The PEC chair may
1085 request to schedule at least one and no more than three classroom visitations total
1086 in the semester prior to a formal review (for pre-tenure, tenure, or promotion to
1087 professor). The PEC chair and the candidate will work together to find mutually
1088 acceptable times for the visits. Faculty should also acquaint themselves with the
1089 candidate's professional work and service to the College by reviewing the
1090 candidate's evaluation file.
- 1091 b) An evaluative meeting of the PEC will be convened to discuss the candidate's
1092 file. Voting procedures for the PEC will be as follows.
- 1093 i) Voting on motions will be by secret ballot.
- 1094 ii) Votes will be written, with two possible votes of either yea or nay. Any
1095 member of the PEC who is not prepared to vote yea or nay on the motion of a
1096 candidate for contract renewal or promotion should recuse themselves from
1097 the proceedings for that particular case giving at least two weeks' notice
1098 before the meeting. If a recusal will result in a number fewer than three
1099 remaining members on the PEC, the PEC will be reconstituted according to
1100 the terms specified above in the section pertaining to the Composition of the
1101 PEC. A motion to recommend renewal or promotion will pass if and only if
1102 a majority of the votes cast are in favor of the motion.
- 1103 iii) At all evaluation levels, a vote shall be taken on a motion to recommend the
1104 candidate for contract renewal, tenure and promotion, or promotion as
1105 appropriate.
- 1106 c) Following this evaluative meeting, the PEC chair will write a letter summarizing
1107 the results of the meeting. The letter must reflect both the majority and minority
1108 opinions of the tenured faculty, including the tally of all votes cast.
- 1109 d) The letter will be circulated to all members of the PEC for review and signature.
- 1110 e) The letter will be delivered to the faculty member and a copy to the Office of the
1111 Dean of Faculty.
- 1112 f) The faculty member under review will have one week after receiving the PEC
1113 chair's letter to submit a written response (if desired) to that letter prior to
1114 advancement of the faculty member's file to the College Evaluation Committee.
1115 This response will be attached to the recommendation of the PEC chair and will
1116 be added to the evaluation file by the PEC chair.
- 1117 g) The evaluation file will be delivered to the Office of the Dean of Faculty and the
1118 PEC chair's letter and any response to that letter will be placed in the faculty
1119 member's evaluation file.
- 1120 f. College Evaluation Committee (CEC)
- 1121 1) Composition of the CEC

- 1122 a) The CEC shall consist of seven tenured faculty members. No two faculty
1123 members serving on this committee may have appointments in the same
1124 academic program. Members of this committee serve three-year terms with two
1125 or three members elected annually at a spring semester faculty meeting.
- 1126 b) No chairs or coordinators or members of the administration may serve on this
1127 committee.
- 1128 c) A faculty member may serve on this committee for no more than two consecutive
1129 terms. In the event that a member leaves the CEC, the Faculty Senate will hold
1130 an election for a replacement to serve out the unexpired term.
- 1131 d) Persons under evaluation for professor must recuse themselves from the CEC
1132 before participating in any reviews for promotion to the rank of professor.
- 1133 2) Procedures for the CEC
- 1134 a) The CEC will review pre-tenure files in the fall semester, and files for those
1135 standing for tenure and/or promotion in the spring semester.
- 1136 b) The CEC shall strictly limit its discussions regarding a faculty member standing
1137 for promotion or tenure to materials included in the evaluation file.
1138 Unsubstantiated comments are not acceptable items for discussion. If a CEC
1139 member does communicate any information not present in the evaluation file and
1140 that may be prejudicial to the candidate's case for promotion, that person must
1141 submit this information in writing to the CEC and provide a copy to the faculty
1142 member under review. The faculty member will then be entitled to respond to
1143 this new document in writing to the CEC within one week.
- 1144 c) If any member of a PEC is also serving on the CEC, he or she may not be present
1145 for discussion or vote in the CEC's evaluation of the faculty member from their
1146 program.
- 1147 d) If there are any questions regarding the file the CEC may request, in writing,
1148 further clarification from the PEC. The clarifications from the PEC must be
1149 returned to the CEC in writing. The CEC will provide copies of any such written
1150 communications to the faculty member under review, as well as to the Dean of
1151 Faculty, who will be responsible for placing copies in the candidate's evaluation
1152 file.
- 1153 e) Voting procedures for the CEC will be as follows.
- 1154 i) At both the PEC and CEC levels, a vote shall be taken on a motion to
1155 recommend the candidate for contract renewal, tenure and promotion, or
1156 promotion to professor, as appropriate.
- 1157 ii) Voting on motions will be by secret ballot.
- 1158 iii) Votes will be written, with two possible votes of either yea or nay. A
1159 motion to recommend renewal or promotion will pass if and only if a
1160 majority of the votes cast are in favor of the motion.
- 1161 iv) Any member of the College Evaluation Committee can make a motion to
1162 reconsider a previous vote prior to the end of the deliberations and the
1163 communication of the decision to the Dean of Faculty.
- 1164 f) The final recommendation of the CEC together with reasons and vote will be
1165 communicated in writing to the Dean of Faculty, the faculty member under
1166 review, and the chair of the PEC.
- 1167 g) The faculty member under review will have one week after receiving the CEC's
1168 letter to submit a written response (if desired) to that letter prior to advancement

- 1169 of the faculty member's file to the Dean of Faculty. This response will be
1170 attached to the recommendation of the CEC and will become part of the faculty
1171 member's file.
- 1172 h) The CEC will keep a confidential record of its meetings. The record will include
1173 dates and times of its meetings, names of persons present, items discussed, action
1174 taken and the record of such decisions on tenure and promotion of faculty
1175 members. The chair will appoint a secretary at each meeting, and the minutes of
1176 the meeting will be available only to the members of the CEC. A copy of such
1177 minutes will be submitted to the Office of the Dean of Faculty.
- 1178 i) The CEC will elect its own chair.
- 1179 j) The CEC will establish or reaffirm procedures governing its own internal
1180 functioning, but it will not establish any evaluative guidelines beyond those
1181 specified in these bylaws. These procedures must be approved by the Faculty
1182 Senate.
- 1183 g. Dean of Faculty
- 1184 1) The Dean of Faculty will review the file, all prior recommendations, and all written
1185 responses by the faculty member. The Dean of Faculty's recommendation, together
1186 with reasons, will be communicated in writing to the President of the College, the
1187 faculty member under consideration, and the chairs of the PEC and CEC. The letter
1188 will become part of the evaluation file.
- 1189 2) The faculty member under review will have one week after receiving the Dean of
1190 Faculty's letter to submit a written response (if desired) to that letter prior to the
1191 advancement of the file to the President. This response will be attached to the
1192 recommendation of the Dean of Faculty and will become part of the faculty
1193 member's file.
- 1194 3) If the faculty member determines that there are grounds for appealing the Dean of
1195 Faculty's recommendation to the President, the faculty member may request a review
1196 of the case through the appeals process. If so, the faculty member must request the
1197 appeal in writing within one week from receipt of the Dean of Faculty's
1198 recommendation. The faculty member and the Dean of Faculty will then have two
1199 weeks to form a special Appeals Committee. The Appeals Committee shall consist
1200 of three tenured faculty members, with one member chosen by the faculty member
1201 filing the appeal, the second one chosen by the Dean of Faculty, and a third person
1202 acceptable to both parties. The Appeals Committee shall review the case and make a
1203 written recommendation on the merits of the appeal to the President and to the
1204 faculty member. That recommendation will become part of the evaluation file.
- 1205 4) Each year, the Dean of Faculty will establish deadlines for the various steps in the
1206 evaluation process.
- 1207 5) The Dean of Faculty is responsible for placing all letters from evaluative groups in
1208 the faculty member's evaluation file and is responsible for establishing procedures to
1209 ensure the security of the evaluation file.
- 1210 h. President
- 1211 1) The President shall review the file, all previous recommendations, and written
1212 responses by the faculty member. The President's recommendation, together with
1213 reasons, will then be communicated in writing to the Academic Affairs Committee of
1214 the Board of Trustees and to the faculty member. All other recommendations from

- 1215 the PEC, CEC, and Dean of Faculty, as well as all written responses will also be
1216 forwarded to the Academic Affairs Committee of the Board of Trustees.
- 1217 2) The faculty member under review will have one week after receiving the President’s
1218 letter to submit a written response (if desired) to that letter prior to consideration of
1219 the case by the Academic Affairs Committee of the Board of Trustees.
- 1220 3) If there has not yet been an appeal and the faculty member determines that there are
1221 grounds for appealing the President’s recommendation to the Board, the faculty
1222 member may request a review of the case through the appeals process. If so, the
1223 faculty member must request the appeal in writing within one week from receipt of
1224 the President’s recommendation. The faculty member and the President or their
1225 designee will then have two weeks to form a special Appeals Committee. The
1226 Appeals Committee shall consist of three tenured faculty members, with one member
1227 chosen by the faculty member filing the appeal, the second one chosen by the
1228 President or their designee, and a third person acceptable to both parties. The
1229 Appeals Committee shall review the case and make a written recommendation on the
1230 merits of the appeal and that recommendation will become part of the evaluation
1231 file.
- 1232 i. Board of Trustees
- 1233 1) The Board of Trustees issues the final decision relating to reappointments,
1234 promotions, tenure, and dismissals.
- 1235 2) The Academic Affairs Committee of the Board of Trustees will review the
1236 recommendations of the President, along with the recommendations of the other
1237 evaluators and committees involved in the faculty evaluation process.
- 1238 3) The Academic Affairs Committee will present its recommendations to the full Board
1239 of Trustees for action. All recommendations and responses will be available to the
1240 Board.
- 1241 4) When the Board of Trustees has made its decision, the faculty member will be
1242 notified in writing of the decision of the Board.
- 1243 G. The Evaluation File
- 1244 1. Evaluation for pre-tenure contract renewal, tenure and promotion requires preparation of an
1245 evaluation file. A clear and concise evaluation file is preferable to one containing
1246 redundancies. The faculty member is responsible for assembly of this file and is the only
1247 individual who can place materials in the file except for evaluative letters (and responses, if
1248 any, to such letters) prepared by the PEC, CEC, Dean of Faculty, President and the Board of
1249 Trustees, and the transmittal memorandum for external letters where applicable (see 7.b.
1250 below). The Office of the Dean of Faculty is responsible for seeing that letters are placed in
1251 the file at the appropriate times in the process. The evaluation file is distinct from the
1252 personnel file. Only those materials listed below may be included in an evaluation file and
1253 they must be presented in the order given.
- 1254 a. Tenure. The tenure file is intended to primarily describe the achievements of the faculty
1255 member from the time of hire in a tenurable position at St. Mary’s College of Maryland
1256 up to the time of the tenure evaluation. Thus, materials from the pre-tenure contract
1257 renewal file should be included in the tenure file as indicated below.
- 1258 1) In situations where the faculty member has had the case deferred, all materials from
1259 the initial tenure file will remain in the file. The deferral letter will clearly
1260 communicate which materials must be updated or added for the next year’s review.

- 1261 b. Promotion to Professor. The promotion file is intended to reflect the accomplishments of
 1262 the faculty member across their career. However, as the focus of the review is on the
 1263 time since promotion to Associate rank, materials from previous reviews should not be
 1264 included in the promotion file.
- 1265 c. Faculty are eligible for performance-based merit award at most stages of formal
 1266 evaluation (pre-tenure review, tenure review, up to two three-year post-tenure
 1267 evaluations, promotion to professor, and five-year post-tenure evaluations). These awards
 1268 are made in either flat (pre-tenure and three-year post-tenure reviews) or incremental
 1269 amounts. Merit awards are recommended by the Dean of Faculty to the President of the
 1270 College. All merit awards take effect at the start of the subsequent contract year.
- 1271 d. The specific materials to be included in a faculty member’s file when evaluated for
 1272 contract renewal, tenure, or promotion are noted in Table 1 and Section H below.
- 1273 1) “R” indicates that this item or category of materials is required in the file at that
 1274 milestone.
- 1275 2) “O” indicates the item or category of materials is optional at that milestone but may
 1276 be included in the file if applicable or desired.
- 1277 3) “--” indicates the item or category of items should not be included in the file at that
 1278 milestone.
- 1279
- 1280

Table 1. Materials To Be Included in Faculty Members’ Evaluation Files for Pre-Tenure Contract Renewal, Tenure, and Promotion			
Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Professor
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. CDSA Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Classroom Teaching Evaluations	R	R	R
8b. Narrative Teaching Evaluations	--	R	R
8c. Course Materials	R	R	R
8d. Advising Materials	R	R	R
9. Scholarly or Creative Materials	R	R	R
10a. Service Materials	R	R	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

- 1282 H. Materials Included in the Evaluation File
1283 1. Recommendations from Evaluators
1284 a. Following an evaluation, letters by groups involved in the faculty evaluation process will
1285 be added to the faculty member's evaluation file by the Office of the Dean of Faculty and
1286 will be placed before the CV.
1287 2. Current CV
1288 a. There will be no limit on the number of pages for the CV, but detailed descriptions of the
1289 faculty member's courses and service may be more appropriately included in sections 8
1290 (Materials Documenting Teaching) or 10 (Materials Documenting Service) below, or in
1291 the comprehensive self-report.
1292 3. Comprehensive Self-Report
1293 a. In this report the faculty member reflects on their teaching; scholarly, professional and/or
1294 creative activities; service to the College; and goals for the future. The report should go
1295 beyond the information presented in the CV and provide an introduction and context for
1296 the teaching materials (section 9), scholarly materials (section 10), and service materials
1297 (section 11). The suggested length for this self-report is 3000 words.
1298 4. Cross-Disciplinary Study Area Participation
1299 a. Faculty members who have significant participation in cross-disciplinary study areas, may
1300 elect to have a letter of evaluation from the coordinator or from another participant of the
1301 relevant area(s) included in the pre-tenure review, tenure, promotion, and/or post-tenure
1302 review evaluation file.
1303 5. Colleague Evaluation Letters
1304 a. The candidate may elect to include letters of evaluation prepared by colleagues who can
1305 focus on any area of a candidate's performance about which the evaluator is well
1306 informed. These letters can be solicited from junior or senior faculty within the College
1307 community, or professionals in the field, and can focus on a person's scholarship,
1308 teaching, service or other features of the faculty member's professional performance.
1309 With the exception of a letter focusing on College service for the review leading to
1310 promotion to the rank of professor, these letters are not required. Any such letters are
1311 most likely to be helpful when they come from faculty members who are outside the
1312 candidate's Program Evaluation Committee.
1313 6. Student Evaluation Letters
1314 a. The candidate may elect to include letters of evaluation from students with whom the
1315 candidate has interacted in any capacity, but the candidate may not ask students for such
1316 letters while they are currently taking a class or other credit-bearing experience with the
1317 candidate. These letters may include those from former students or advisees. These
1318 letters are not required for evaluation at any level and are most useful when they address
1319 the candidate's work with students outside the typical classroom experience.
1320 7. External Letters
1321 a. In the case of an individual standing for tenure or promotion to professor, two letters
1322 assessing the candidate's scholarship must be solicited from beyond the College
1323 community. The faculty member, in consultation with the department chair, will compile
1324 a list of at least four professional peers from outside the College. The Dean of Faculty
1325 will select two people from the list and will request each to evaluate the faculty member's
1326 scholarship.
1327 8. Materials Documenting Teaching
1328 a. Classroom Teaching Evaluations (College's approved student evaluations)

- 1329 1) Instructor reports of the College’s approved student evaluations must be included in
1330 the evaluation file for all semesters for both pre-tenure renewal and tenure, and for
1331 the semesters since tenure for promotion to the rank of Professor. Student comments
1332 from approved student evaluations should not be included in these reports. Additional
1333 evaluations generated by the instructor for personal assessment purposes will not be
1334 considered and should not be included among materials documenting teaching
1335 effectiveness.
- 1336 b. Narrative Evaluations of Teaching by Students
- 1337 1) The purpose of the narrative evaluations is to obtain a comprehensive picture of the
1338 faculty member’s teaching ability. In two out of the three semesters preceding the
1339 evaluation (for tenure or for promotion to professor only), students in each of the
1340 faculty member’s classes will be asked to submit written statements in response to
1341 specific questions concerning the criteria for excellent teaching described in these
1342 bylaws. The faculty member may request these narrative evaluations from students in
1343 any two of the three semesters preceding their evaluation, but all classes must be
1344 evaluated in each of the two semesters selected. All narrative evaluation responses
1345 from each class must be included in the evaluation file. The person administering the
1346 narrative evaluations will be either the department chair or other tenured teaching
1347 colleague. The faculty administering narrative evaluations will inform students of
1348 the purpose of the evaluation and of the way in which the collected information will
1349 be used. Those narratives will remain sealed and kept by the department chair or
1350 designee until after grades are due for the semester. All narrative evaluation forms
1351 will be added to the evaluation file.
- 1352 c. Course Materials
- 1353 1) Because of the high value that St. Mary’s places on teaching and the ability to
1354 understand a faculty member’s approach to teaching through classroom materials, the
1355 candidate should select a representative number of documents such as syllabi and
1356 assignments to include in the file. This small portfolio should avoid repetition of
1357 documents that are very similar or the same, show how the candidate’s pedagogical
1358 approaches have evolved over time, and give a sense of the breadth of classes taught
1359 (for example, where applicable, both upper- and lower-level courses, and
1360 experimental and cross-disciplinary study area courses).
- 1361 d. Advising Materials
- 1362 1) In the semester preceding the evaluation, the advisees of the faculty member will fill
1363 out a questionnaire concerning their advising experiences. The chair or coordinator of
1364 the program will administer the questionnaire and a summary of this information will
1365 be placed in the evaluation file.
- 1366 9. Materials Documenting Scholarly, Professional, and/or Creative Activities may include:
- 1367 a. scholarly publications;
- 1368 b. papers presented at professional meetings;
- 1369 c. articles on creative and intellectual topics in journals, magazines, or newspapers;
- 1370 d. documentation of exhibitions, creations, performances, and presentations;
- 1371 e. additional material such as announcements or reviews relevant to a person’s literary,
1372 artistic, dramatic and musical creations, exhibitions, performances and presentations;
- 1373 f. writings on educational issues; textbooks and other books of an intellectual character
1374 authored or edited by the person;

- 1375 g. documentation concerning the development and organization of scholarly symposia,
1376 conferences, or other events that enhance the intellectual life at or outside the College and
1377 concerning addresses delivered at such events;
1378 h. consulting or adjudicating reports of a professional nature and reviews of professional
1379 work;
1380 i. external grant proposals; information concerning study or training that expands the
1381 competence of the faculty member into new areas;
1382 j. information regarding other expressions of continuing professional involvement and
1383 growth;
1384 k. documentation of recognition by peers at or outside the College of the faculty member's
1385 professional work; and
1386 l. other information that the faculty member deems pertinent.

1387 10. Materials Documenting Service

1388 a. Service Materials

- 1389 1) Any materials that the faculty member deems to be pertinent may be included,
1390 particularly those that support themes discussed in the self-report. These materials
1391 may include committee reports written entirely or in part by the candidate, awards for
1392 college service, unsolicited letters, brochures or other material evidence of service,
1393 etc.

1394 b. Service Letter

- 1395 1) For promotion to professor only, each candidate's file must include one letter from a
1396 faculty or staff member, supervisor, professional colleague, or other collaborator
1397 (within or outside the College community) that documents the candidate's
1398 contribution to a particular service activity or set of activities. Generally, the
1399 candidate should choose the most significant and/or relevant service activity to be
1400 represented by this letter. Multiple letters are acceptable if there are multiple
1401 activities that the candidate feels should be highlighted; but an excessive number of
1402 letters should not be included.

1403 11. Complete Pre-Tenure Contract Renewal File

1404 12. Materials Not to be Included in the Evaluation File

- 1405 a. The evaluation file must not contain yearly self-reports, employment contracts, duplicates
1406 of documents (e.g., page proofs in addition to the published article), or raw data from
1407 supplemental self-designed classroom teaching evaluations (i.e., the actual response
1408 forms).

1409 I. Three-Year and Five-Year Post-Tenure Review Evaluation Process

- 1410 1. The purpose of the post-tenure review is to ensure that tenured faculty members are growing
1411 as teacher-scholars and contributing to the welfare of the College community.
- 1412 2. The first three-year post-tenure review will take place in the fifth semester after tenure and
1413 promotion. In the sixth year after tenure, the faculty member may either repeat the three-year
1414 post-tenure review (due in fall semester) or may instead stand for promotion to professor in
1415 the spring. The faculty member will continue to undergo three-year post-tenure reviews until
1416 earning promotion to professor. Faculty members are still required to undergo post-tenure
1417 review every third fall semester as a means of documenting professional productivity and
1418 growth. Should a faculty member elect to be considered for promotion to professor at the
1419 time that the three-year review would take place, that evaluation will replace the three-year
1420 review. The faculty member will still be eligible for the three-year review merit award in
1421 addition to the promotion merit award.

- 1422 3. The first five-year review will take place in the 11th semester after promotion to professor and
1423 every five years thereafter.
- 1424 J. Post-Tenure Review Evaluation Process
- 1425 1. The faculty member under review will compile an evaluation file documenting
1426 accomplishments in the areas of teaching, scholarship, and service. The file must include a
1427 current CV, comprehensive self-report that describes teaching, advising, scholarship, and
1428 service accomplishments, College-approved student evaluations, course material, materials
1429 documenting scholarly, professional and/or creative activities, and materials documenting
1430 service to the College.
- 1431 2. The Dean of Faculty will evaluate the file and communicate in writing the decision regarding
1432 faculty performance and accompanying merit award (where applicable) to the faculty
1433 member. The letter will be shared with the faculty member and become part of the evaluation
1434 file..
- 1435 3. The Dean of Faculty will arrange a meeting with the faculty member to follow up on the post-
1436 tenure review, answer any questions regarding the letter, discuss plans to stand for promotion,
1437 or address performance concerns.
- 1438 4. The faculty member under review will have one week after receiving the Dean of Faculty's
1439 letter to submit a written response (if desired) to that letter to the President. This response will
1440 be attached to the decision of the Dean of Faculty and will become part of the faculty
1441 member's file.
- 1442 5. If the faculty member determines that there are grounds for appealing the recommendation of
1443 the Dean of Faculty regarding merit evaluation, the faculty member may request a review of
1444 the case through the appeals process. If so, the faculty member must request the appeal in
1445 writing within one week from receipt of the Dean of Faculty's recommendation. The faculty
1446 member and the Dean of Faculty will then have two weeks to form a special Appeals
1447 Committee. The Appeals Committee shall consist of three tenured faculty members, with one
1448 member chosen by the faculty member filing the appeal, the second one chosen by the Dean
1449 of Faculty, and a third person acceptable to both parties. The Appeals Committee shall review
1450 the case and make a written recommendation on the merits of the appeal to the President and
1451 to the faculty member. That recommendation will become part of the evaluation file.
- 1452 6. The President shall review the file, the decision of the Dean of Faculty and the faculty
1453 member's letter of response to the Dean of Faculty. The President will make the final
1454 decision regarding the evaluation and communicate this decision in writing to the faculty
1455 member.
- 1456 K. Policy and Procedures on Appointment, Promotion, and Tenure of Library Faculty
- 1457 1. Introduction
- 1458 a. Librarians at St. Mary's College of Maryland (SMCM) hold faculty status and as such are
1459 colleagues with the academic teaching faculty in pursuit of the mission of the College.
1460 SMCM librarians use professional, scholarly, and disciplinary knowledge in a variety of
1461 ways: selecting, acquiring, and organizing scholarly information; teaching in both formal
1462 and informal settings; and providing management of staff and resources in order to
1463 facilitate access to scholarly information and library services for all members of the
1464 campus community.
- 1465 b. The SMCM librarians must remain professionally informed, contribute to the
1466 development of ideas and knowledge in their fields of expertise, participate in
1467 opportunities to share and discuss that knowledge, and seek opportunities for service in
1468 the Library, on campus, with our state consortium, and nationally.

- 1469 c. The policies and procedures outlined below describe the process whereby librarians
1470 obtain their rank at appointment, are promoted, earn tenure or emeritus status, and receive
1471 professional leave at the College. This document applies to all librarians holding the
1472 ranks of Instructor, Assistant Librarian, Associate Librarian, or Librarian. Contractual
1473 librarians are not eligible for tenure but may receive a rank.
- 1474 2. Types of Appointments
- 1475 a. Temporary appointments of individuals include the following titles: visiting, term, and
1476 adjunct. The rank of temporary librarians will be determined using the same criteria for
1477 appointing tenure or tenure-track librarians to a rank, with the exception of criteria for
1478 service to the College.
- 1479 b. Tenure-track. A person appointed to a tenure-track position receives probationary
1480 employment that may lead to tenure, subject to the procedures, guidelines, and standards
1481 described in this document.
- 1482 c. Tenured. Persons who have been granted tenure may expect continuous employment at
1483 St. Mary's College of Maryland subject to the conditions outlined in the Faculty Bylaws.
- 1484 d. Emeritus and Emerita Rank. The rank of Librarian Emeritus or Librarian Emerita is a
1485 distinct honor that may be conferred only upon those librarians who retire from the
1486 College, after having distinguished themselves through sustained high quality of
1487 librarianship and service to students, service to the College, and scholarly, professional
1488 and/or creative achievement. The rank exists to recognize outstanding accomplishment
1489 and loyalty to the College and to provide the opportunity for continuing institutional
1490 affiliation after formal retirement.
- 1491 e. Further details on appointment procedures can be found in Section II.D.4.c., Appointment
1492 Types.
- 1493 3. Minimum Criteria for Appointing Librarians to a Rank
- 1494 a. Each full-time librarian at SMCM holds a functional position title based on their primary
1495 work assignment. In addition, each librarian holds a faculty rank commensurate with
1496 their level of professional experience and achievement. Expectations regarding
1497 librarianship, service, and professional achievement will vary from rank to rank. The
1498 higher the rank, the higher the level of expected proficiency. Meeting the following
1499 criteria for rank appointment is a necessary but not always a sufficient basis for
1500 appointment. When it is in the best interest of the College, any of the standards listed
1501 below may be waived to permit the appointment of individuals of distinguished
1502 achievement.
- 1503 b. Instructor
- 1504 1) Substantial progress towards a master's degree from an American Library
1505 Association accredited program or other appropriate terminal degree is usually
1506 required.
- 1507 2) Previous library experience is desirable.
- 1508 3) Strong evidence of potential for growth as a librarian.
- 1509 c. Assistant Librarian
- 1510 1) A master's degree from an American Library Association accredited program or
1511 other appropriate terminal degree is usually required.
- 1512 2) Previous library experience.
- 1513 3) Strong evidence of marked potential for growth as a librarian.
- 1514 d. Associate Librarian

- 1515 1) A master's degree from an American Library Association accredited program or
 1516 other appropriate terminal degree.
- 1517 2) Completion of five years of successful librarianship at the college level as an
 1518 Assistant Librarian or comparable rank.
- 1519 3) Excellence as a librarian.
- 1520 4) Professional achievement of high quality.
- 1521 5) Significant service to the College.
- 1522 e. Librarian
- 1523 1) A master's degree from an American Library Association accredited program or
 1524 other appropriate terminal degree.
- 1525 2) Completion of at least five years at the rank of Associate Librarian.
- 1526 3) Demonstration of continued excellence as a librarian.
- 1527 4) Professional achievement of high quality, recognized by professional peers beyond
 1528 the campus.
- 1529 5) Superior service to the College community, preferably in leadership roles.
- 1530 f. Further information about appointments may be found in Section IV.C, Conditions for
 1531 Tenure-Track and Tenured Appointments.
- 1532 4. Standards for Evaluating Librarians for Pre-tenure Contract Renewal, Tenure, Promotion and
 1533 Post-tenure Review
- 1534 a. The three basic criteria applied to librarian evaluation are excellence in librarianship;
 1535 service to the College and the wider community; and scholarly, professional, and/or
 1536 creative achievement. Librarianship of high quality in the area of assigned responsibility
 1537 is of greatest importance and cannot be replaced by high achievement in other areas.
- 1538 b. The following definitions and guidelines are used in the evaluation of librarians.
- 1539 1) Excellence in Librarianship
- 1540 a) Librarianship at SMCM includes developing, providing access to, managing, or
 1541 preserving the library's collections and instructing students, faculty, and others in
 1542 the use of scholarly information resources and services. Librarians must
 1543 demonstrate superior performance in their area(s) of assigned responsibility and
 1544 must participate in the collaborative endeavors of librarianship. While librarians
 1545 may carry out many different functions and roles, these are some common
 1546 elements that characterize excellent librarians working at a teaching-focused
 1547 primarily undergraduate institution.
- 1548 b) Excellent librarians should:
- 1549 i) Show respect for all students and concern for their intellectual
 1550 development.
- 1551 ii) Have broad and deep knowledge of librarianship and how it relates to other
 1552 disciplines.
- 1553 iii) Demonstrate a commitment to librarianship through an ongoing
 1554 professional development process that includes flexibility,
 1555 experimentation, and critical self-reflection.
- 1556 iv) Have the ability to communicate effectively and encourage students to
 1557 actively engage with diverse ideas both in and out of the classroom.
- 1558 v) Encourage students to think critically about and clearly express their ideas
 1559 throughout their intellectual life.
- 1560 vi) Take an active and effective role in advising. Advising should include
 1561 knowledge of relevant college policies and procedures, timely and accurate

- 1562 responses to advisee queries, informed guidance in course selection,
1563 knowledge of student interests and goals, and active discussion of post-
1564 graduation academic and career decisions.
- 1565 c) Demonstrated excellence in librarianship may include, but is not limited to, the
1566 following:
- 1567 i) Acquiring additional graduate degrees bearing on the area of core
1568 responsibility.
 - 1569 ii) Analyzing, cataloging, classifying, describing, or indexing library
1570 materials.
 - 1571 iii) Continuing professional development.
 - 1572 iv) Designing or developing new information resources.
 - 1573 v) Developing instructional materials in print or electronic formats.
 - 1574 vi) Instructing in the use of library materials and in support of information
1575 literacy goals and outcomes in collaboration with faculty in classes.
 - 1576 vii) Providing reference and research services to teach patrons how to find
1577 credible and appropriate information.
 - 1578 viii) Leading through administrative or project responsibilities.
 - 1579 ix) Mentoring students and colleagues.
 - 1580 x) Organizing and retrieving information.
 - 1581 xi) Participating on committees or task forces within the library.
 - 1582 xii) Selecting, evaluating, acquiring, or preserving library and archival
1583 materials.
 - 1584 xiii) Participating in University System of Maryland and Affiliated Institutions
1585 (USMAI) consortial committees, groups, task forces, etc. essential to the
1586 successful operational functions of the consortium.
- 1587 2) Service to the College and the Wider Community
- 1588 a) As part of their service to the College, librarians are expected
 - 1589 i) to attend general faculty meetings as well as program meetings
 - 1590 ii) to serve on standing committees or ad hoc committees of the College
1591 and/or the Faculty Senate
 - 1592 iii) to participate in institutional self-study and evaluation programs
 - 1593 iv) to attend faculty workshops and conferences, College convocations and
1594 commencement exercises
 - 1595 v) to nominate candidates for degrees, honors and prizes
 - 1596 vi) to help formulate courses and programs.
 - 1597 b) Librarians are expected to conduct themselves professionally and to accept their
1598 fair share of the Library's and College's administrative workload. Librarians
1599 should contribute to the wellbeing of the College and its students and personnel
1600 by participating in activities and programs that improve the functioning of the
1601 institution and enhance life at the College.
 - 1602 c) Additional service activities may include, but are not limited to, the following:
 - 1603 i) Preparing displays, newsletters, or publications for the College.
 - 1604 ii) Participating in recruitment of faculty and staff.
 - 1605 iii) Organizing, or active participation in, programs that enhance the cultural or
1606 intellectual life of the College or in the wider community.
 - 1607 iv) Organizing, or active participation in, social, charitable, or educational
1608 programs at the College or in the wider community.

- 1609 v) Contributing to alumni relations, student recruitment, and college
1610 advancement.
- 1611 vi) Contributing to extra-curricular programs or activities that enhance student
1612 development.
- 1613 vii) Contributing to international programs and study abroad.
- 1614 viii) Serving on library committees outside usual area of responsibility.
- 1615 ix) Serving on voluntary USMAI consortial communities or on state, regional,
1616 or national committees of professional organizations.
- 1617 3) Scholarly, Professional, and/or Creative Achievement
- 1618 a) Scholarly, professional, and/or creative activities beyond the SMCM Library
1619 enhance the intellectual development of the librarian. These achievements are
1620 evidence of the ways in which librarians contribute to the development of the
1621 theory and/or practice of the profession.
- 1622 b) Contributions in this area may include, but are not limited to, the following:
- 1623 i) Acceptance of articles by recognized professional, peer-reviewed journals.
- 1624 ii) Acceptance of articles by respected national journals, magazines, or
1625 newspapers.
- 1626 iii) Publication of books or book chapters of an intellectual nature by reputable
1627 publishers.
- 1628 iv) Publication of digital projects and/or collections, software, web pages,
1629 and/or manuals.
- 1630 v) Service on editorial boards.
- 1631 vi) Publication of reviews.
- 1632 vii) Contributions to exhibitions, films, videos.
- 1633 viii) Awarding of grants, fellowships, prizes, or other awards.
- 1634 ix) Design of original plans.
- 1635 x) Presentation of papers, programs, or posters at scholarly or professional
1636 meetings.
- 1637 5. Expected Achievements of Librarians at Various Evaluations
- 1638 a. Pre-tenure Contract Renewal
- 1639 1) At the time of this evaluation, the candidate should have made significant progress
1640 towards achieving excellence in librarianship. It is also expected that the candidate
1641 will have begun to implement a program of service to the College and scholarly,
1642 professional and/or creative activities. Although the candidate will be evaluated in
1643 all three areas, primary importance will be given to the person's librarianship.
1644 Persons who are not professionally competent or who fail to demonstrate continued
1645 significant progress towards excellence in librarianship, service, or
1646 scholarly/professional/creative activity should not be reappointed. Librarians who
1647 have not completed the work for the appropriate terminal degree generally will not be
1648 reappointed.
- 1649 b. Tenure and Promotion to Associate Librarian
- 1650 1) In this evaluation, the candidate's librarianship, service, and scholarly, professional,
1651 and/or creative achievements will be assessed. For the granting of tenure and
1652 promotion to Associate Librarian, the candidate must be an excellent librarian.
1653 Scholarly, professional, and creative accomplishments must be of high quality and
1654 recognized by professional peers beyond the campus. Service to the College must be

- 1655 of high quality. All achievements must be consistent with the expectations by the
1656 College spelled out in the pre-tenure evaluations.
- 1657 c. Promotion to Librarian
- 1658 1) Librarians with tenure are expected to continue to develop as librarians, colleagues,
1659 and scholars throughout their careers. For promotion to Librarian, the candidate must
1660 continue to be an excellent librarian, and demonstrate continuing high quality
1661 professional activity recognized outside the College. Service to the College should
1662 be of superior quality and include leadership roles. The librarian's progress should
1663 be consistent with the expectations by the College spelled out in earlier evaluations.
- 1664 6. The Evaluation Process for Pre-tenure Contract Renewal, Tenure, and Promotion of
1665 Librarians
- 1666 a. The librarian evaluation process is established for the evaluation of all full-time librarians
1667 for the purposes of pre-tenure contract renewal, the awarding of tenure, and promotion to
1668 higher rank. The formal evaluation for pre-tenure and tenured librarians is focused on an
1669 evaluation file consisting of required materials specific to the stage of evaluation and
1670 prepared by the librarian under evaluation. Once submitted, the evaluation file is the
1671 common document reviewed and evaluated in sequence by the evaluative chain, with the
1672 exception of instructors, whose files are evaluated only by the chair and the Dean of
1673 Faculty. The chain of evaluation is as follows: the Library Evaluation Committee makes
1674 a recommendation to the College Evaluation Committee who makes a recommendation
1675 to the Dean of Faculty who in turn makes a recommendation to the President. The
1676 President recommends an action to the Academic Affairs Committee of the Board of
1677 Trustees and the Board of Trustees makes the final decision.
- 1678 b. Confidentiality of the Process and Conduct of Participants in the Process
- 1679 1) Committees and individuals involved in the evaluation process have the right and the
1680 responsibility to conduct their deliberations without outside interference.
- 1681 2) Participants in the evaluation process must observe strict confidentiality at each step.
1682 Discussions about a candidate may only involve those with direct knowledge of the
1683 content of the librarian's file.
- 1684 3) Librarians shall be notified of all decisions that concern them and will be informed of
1685 the reasons for each decision.
- 1686 4) Upon written request by a librarian or an officer or committee involved in the
1687 evaluation process, the Faculty Senate shall investigate any allegations of violations
1688 of procedures.
- 1689 c. Timetable of the Evaluation Process
- 1690 1) Pre-tenure Contract Renewal
- 1691 a) The following timetable applies to persons who are appointed to tenure-track
1692 positions at the entry level. For librarians who are credited with previous
1693 experience in librarianship, appropriate adjustments will be made as described in
1694 the appointment letter.
- 1695 b) The pre-tenure evaluation will be conducted during the fifth semester of the
1696 librarian's employment at the College.
- 1697 c) The librarian must have their evaluation file submitted to the library director by
1698 August 15th prior to the start of their fifth semester.
- 1699 d) Following the formal pre-tenure evaluation in the third year, the library director
1700 will discuss with the librarian the expectations for tenure as outlined in the
1701 program letter.

- 1702 2) Tenure and Promotion to Associate Librarian
1703 a) The evaluation for granting of tenure and simultaneous promotion to associate
1704 librarian will typically occur in the librarian's twelfth semester at the College,
1705 unless an earlier time is agreed to by the Dean of Faculty or an extension has
1706 been granted. Pre-tenure sabbatical time is included in this count. Leave of
1707 absence may also be included in this count.
1708 b) The librarian must have their evaluation file submitted to the library director by a
1709 time determined by the Dean of Faculty.
- 1710 3) Promotion to Librarian
1711 a) As early as the twelfth semester following tenure and promotion to Associate
1712 Librarian, a librarian may make application to the library director to be promoted
1713 to Librarian. This time includes any time on sabbatical from the College. This
1714 time may include leaves of absence.
- 1715 d. The Evaluation Process
1716 1) Review of candidates for reappointment, tenure, and promotion is conducted by the
1717 following groups and individuals, in the specified order. The specific purpose of each
1718 group or individual is to evaluate the performance of the faculty member under
1719 review, and make recommendations on pre-tenure contract renewal, tenure, or
1720 promotion.
1721 2) The candidate is responsible for submitting the completed electronic file to the LEC
1722 Chair and to the Office of the Dean of Faculty simultaneously no later than close of
1723 business on the indicated due date, or the following business day if the due date is a
1724 weekend or holiday.
1725 3) Should the file be found to have structural problems, mechanical or permissions
1726 issues, or inaccessible content, the Office of the Dean of Faculty may communicate
1727 with the candidate to pursue corrections. If the candidate is unavailable or
1728 unresponsive to this request after one week, the file will progress through the
1729 evaluation chain noting that deficiency.
1730 4) Should the file be found to have erroneous or unclear content, either evaluative
1731 committee may send the candidate a request for correction or clarification,
1732 simultaneously copying in the Dean of Faculty. The candidate will have one week to
1733 reply with a written response; both communications will be added to the file
1734 alongside the evaluating committee's letter.
- 1735 5) Library Evaluation Committee (LEC)
1736 a) Composition of the LEC
1737 i) The Library Evaluation Committee (LEC) comprises librarians with tenure
1738 who are not serving in administrative positions outside of the Library.
1739 Tenured members of the Library who are on sabbatical in semesters when a
1740 promotion case is scheduled for review may opt to sit in on, review, and vote
1741 with the LEC if they wish, but such service shall be neither compulsory nor
1742 coerced.
1743 ii) The chair of the LEC shall be the Library Director. If the Library Director is
1744 not tenured or is standing for tenure or promotion, the LEC will elect a chair
1745 from within its members.
1746 iii) A LEC will contain no fewer than three members. If there are no more than
1747 two librarians with tenure, the person under review shall submit the names of

- 1748 faculty members from other departments to serve on the LEC and the Dean
1749 of Faculty shall appoint from this list.
- 1750 b) Procedures for the LEC
- 1751 i) It is the responsibility of the LEC to participate in a thorough and balanced
1752 evaluation of their colleagues. All LEC members should acquire knowledge
1753 of the candidate's librarianship, through discussions about librarianship with
1754 the candidate, review and discussion of library-related materials, or
1755 observations. The LEC Chair will collaborate with the senior faculty and the
1756 candidate to arrange pedagogical discussions or review of materials. The
1757 LEC Chair may request, in the semester prior to a formal review (for pre-
1758 tenure contract renewal, tenure, or promotion), to schedule one to three
1759 (total) observational visits by the library director or other senior faculty. The
1760 LEC Chair and the candidate will work together to find mutually acceptable
1761 times for the visits. LEC members should also acquaint themselves with the
1762 candidate's professional work and service to the College by reviewing the
1763 candidate's evaluation file.
- 1764 ii) An evaluative meeting of the LEC will be convened to discuss the
1765 candidate's file. Voting procedures for the LEC will be as follows.
- 1766 (a) Voting on motions will be by secret ballot.
- 1767 (b) Votes will be written, with two possible votes of either yea or nay. Any
1768 member of the LEC who is not prepared to vote yea or nay on the motion
1769 of a candidate for contract renewal or promotion should recuse
1770 themselves from the proceedings for that particular case. If a recusal will
1771 result in a number fewer than three remaining members on the LEC, the
1772 LEC will be reconstituted according to the terms specified above in the
1773 section pertaining to the Composition of the LEC. A motion to
1774 recommend renewal or promotion will pass if and only if a majority of
1775 the votes are cast in favor of the motion.
- 1776 (c) At all evaluation levels, a vote shall be taken on a motion to recommend
1777 the candidate for contract renewal, tenure and promotion, or promotion
1778 as appropriate.
- 1779 iii) Following this evaluative meeting, the LEC chair will write a letter
1780 summarizing the results of the meeting. The letter must reflect both the
1781 majority and minority opinions of the tenured librarians, including all votes
1782 cast.
- 1783 iv) The letter will be circulated to all tenured members of the LEC not on
1784 sabbatical for review and signature.
- 1785 v) The letter will be delivered to the librarian and a copy sent to the Office of
1786 the Dean of Faculty.
- 1787 vi) The librarian under review will have one week after receiving the LEC
1788 chair's letter to submit a written response (if desired) to that letter prior to
1789 advancement of the faculty member's file to the College Evaluation
1790 Committee. This response will be delivered to both the LEC chair and the
1791 Dean of Faculty.
- 1792 vii) The evaluation file will be delivered to the Office of the Dean of Faculty and
1793 the LEC chair's letter and any response to that letter will be placed in the
1794 librarian's evaluation file.

- 1795 6) College Evaluation Committee (CEC)
1796 a) The CEC will evaluate the librarian according to the standards set forth for
1797 librarians in these Bylaws (Section VK4).
1798 b) The CEC shall follow the same procedures in evaluating librarians as those set
1799 forth for teaching faculty in these Bylaws (Section VF4f2).
1800 7) Dean of Faculty
1801 a) The Dean of Faculty will evaluate the librarian according to the standards set
1802 forth for librarians in these Bylaws (Section VK4).
1803 b) The Dean of Faculty shall follow the same procedures in evaluating librarians as
1804 those set forth for teaching faculty in these Bylaws (Section VF4g).
1805 8) Appeals Committee
1806 a) Appeals may be made as set forth in these Bylaws in Section VF4g3
1807 9) President
1808 a) The President will evaluate the librarian according to the standards set forth for
1809 librarians in these Bylaws (Section VL4).
1810 b) The President shall follow the same procedures in evaluating librarians as those
1811 set forth for teaching faculty in these Bylaws (Section VF4h).
1812 c) Appeals may be made as set forth in these Bylaws in Section VF4h3.
1813 10) Board of Trustees
1814 a) The Board of Trustees issues the final decision relating to reappointments,
1815 promotions, tenure, and dismissals.
1816 b) The Academic Affairs Committee of the Board of Trustees will review the
1817 recommendations of the President, along with the recommendations of the other
1818 evaluators and committees involved in the librarian evaluation process.
1819 c) The Academic Affairs Committee will present its recommendations to the full
1820 Board of Trustees for action. All recommendations and responses will be
1821 available to the board.
1822 d) When the Board of Trustees has made its decision, the librarian will be notified
1823 in writing of the decision of the board.
1824 7. Materials Included in the Evaluation File
1825 a. Evaluation for pre-tenure contract renewal, tenure, and promotion require preparation of
1826 an evaluation file. A clear and concise evaluation file is preferable to one containing
1827 redundancies. The librarian is responsible for assembly of this file and is the only
1828 individual who can place materials in the file except for evaluative letters (and responses,
1829 if any, to such letters) prepared by the library director, Library Evaluation Committee,
1830 College Evaluation Committee, Dean of Faculty, President, the Board of Trustees, and
1831 the transmittal memorandum for external letters where applicable. The Office of the
1832 Dean of Faculty is responsible for seeing that letters are placed in the file at the
1833 appropriate times in the process. The evaluation file is distinct from the personnel file.
1834 Only those materials listed below may be included in a file, and they must be presented in
1835 the order given.
1836 1) Tenure. The tenure file is intended to primarily describe the achievements of the
1837 librarian from the time of hire in a tenurable position at St. Mary's College of
1838 Maryland up to the time of the tenure evaluation. Thus, materials from the pre-tenure
1839 contract renewal file should be included in the tenure file as indicated below.
1840 a) In situations where the faculty member has had the case deferred, all materials
1841 from the initial tenure file will remain in the file. The deferral letter will clearly

- 1842 communicate which materials must be updated or added for the next year’s
 1843 review.
- 1844 2) Promotion to Librarian. The promotion file is intended to reflect the
 1845 accomplishments of the faculty member across their career. However, as the focus of
 1846 the review is on the time since promotion to Associate rank, materials from previous
 1847 reviews should not be included in the promotion file.
- 1848 b. The specific materials to be included in a librarian’s file when evaluated for contract
 1849 renewal, tenure, or promotion are noted in Table 2.
- 1850 “R” indicates that this item or category of materials is required in the file at that
 1851 milestone.
- 1852 “O” indicates the item or category of materials is optional at that milestone but may be
 1853 included in the file if applicable or desired.
- 1854 “--” indicates the item or category of items should not be included in the file at that
 1855 milestone.
- 1856
- 1857

Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Librarian
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. Academic Program Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Materials Documenting Librarianship	R	R	R
8b. Advising Materials	R	R	R
9. Scholarly, Professional, or Creative Materials	R	R	R
10a. Service Materials	--	--	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

- 1858
- 1859 1) Recommendations from Evaluators: Following an evaluation, letters by groups
 1860 involved in the librarian evaluation process will be added to the librarian’s evaluation
 1861 file by the Office of the Dean of Faculty and will be placed before the CV.
- 1862 2) Current CV
- 1863 a) There will be no limit on the number of pages for the CV, but it should not
 1864 describe service or courses taught, as these are more appropriately included in

- 1865 Section 8 (Materials Documenting Librarianship) or Section 10 (Materials
1866 Documenting Service) below, or in the comprehensive self-report.
- 1867 3) Comprehensive Self-report
- 1868 a) In this report the librarian reflects on their librarianship; mentoring process;
1869 service to the College and the wider community; scholarly, professional and/or
1870 creative activities; and goals for the future. The suggested length for this self-
1871 report is 3000 words.
- 1872 4) Academic Program Participation
- 1873 a) Librarians who have significant participation in an academic program may elect
1874 to have a letter of evaluation from the program chair or coordinator or from
1875 another participant of the relevant area(s) included in the pre-tenure review,
1876 tenure, promotion, and/or post-tenure review evaluation file.
- 1877 5) Colleague Evaluation Letters
- 1878 a) The candidate may elect to include letters of evaluation prepared by colleagues
1879 who can focus on any area of a candidate's performance about which the
1880 evaluator is well informed. These letters can be solicited from junior or senior
1881 faculty within the College community and can focus on a person's librarianship,
1882 service, scholarly/professional/creative activities, or other features of the
1883 librarian's professional performance. With the exception of a letter focusing on
1884 college service for the review leading to promotion to the rank of professor, these
1885 letters are not required. Any such letters are mostly likely to be helpful when they
1886 come from faculty members who are outside the candidate's LEC.
- 1887 6) Student Evaluation Letters
- 1888 a) The candidate may elect to include letters of evaluation from students with whom
1889 the candidate has interacted in any capacity, but the candidate may not ask
1890 students for such letters while they are currently taking a class or other credit-
1891 bearing experience with the candidate, or are directly supervised by the candidate
1892 in a paid employment capacity. These letters may include those from former
1893 students or advisees. These letters are not required for evaluation at any level
1894 and are most useful when they address the candidate's work with students outside
1895 the typical classroom experience.
- 1896 7) External Letters
- 1897 a) In the case of an individual standing for tenure or promotion to librarian, two
1898 letters assessing the candidate's scholarship must be solicited from beyond the
1899 College community. The candidate, in consultation with the LEC chair, will
1900 compile a list of at least four professional peers from outside the College. The
1901 Dean of Faculty will select two people from the list and will request each to
1902 evaluate the faculty member's scholarship.
- 1903 8) Materials Documenting Librarianship
- 1904 a) These materials should address the librarian's core area(s) of responsibility, and
1905 may include subject guides, special projects or statistical reports, instructional
1906 materials, loader specifications, web project screen shots, finding aides, etc.
- 1907 b) Advising Materials
- 1908 i) In the semester preceding the evaluation, the advisees of the librarian will fill
1909 out a questionnaire concerning their advising experiences. The library
1910 director will administer the questionnaire and a summary of this information
1911 will be placed in the evaluation file.

- 1912 9) Materials Documenting Scholarly, Professional, and/or Creative Activities may
1913 include:
1914 a) scholarly publications;
1915 b) papers presented at professional meetings;
1916 c) articles on creative and intellectual topics in journals, magazines, or newspapers;
1917 d) documentation of exhibitions, creations, performances, and presentations;
1918 e) additional material such as announcements or reviews relevant to a person’s
1919 literary, artistic, dramatic and musical creations, exhibitions, performances and
1920 presentations;
1921 f) writings on educational issues; textbooks and other books of an intellectual
1922 character authored or edited by the person;
1923 g) documentation concerning the development and organization of scholarly
1924 symposia, conferences, or other events that enhance the intellectual life at or
1925 outside the College and concerning addresses delivered at such events;
1926 h) consulting or adjudicating reports of a professional nature and reviews of
1927 professional work;
1928 i) external grant proposals; information concerning study or training that expands
1929 the competence of the faculty member into new areas;
1930 j) information regarding other expressions of continuing professional involvement
1931 and growth;
1932 k) documentation of recognition by peers at or outside the College of the faculty
1933 member’s professional work; and
1934 l) other information that the faculty member deems pertinent.
- 1935 10) Materials Documenting Service to the College and the Wider Community
1936 a) Service Materials
1937 i) Any materials that the librarian deems to be pertinent may be included,
1938 particularly those that support themes discussed in the self-report. These
1939 materials may include committee reports written all or in part by the
1940 candidate, awards for college service, unsolicited letters, brochures, or other
1941 material evidence of service, etc.
1942 b) Service Letter
1943 i) For promotion to Librarian only, each candidate’s file must include one letter
1944 from a faculty or staff member, supervisor, professional colleague, or other
1945 collaborator (within or outside the College community) that documents the
1946 candidate’s contribution to a particular service activity or set of activities.
1947 Generally, the candidate should choose the most significant and/or relevant
1948 service activity to be represented by this letter. Multiple letters are
1949 acceptable if there are multiple activities that the candidate feels should be
1950 highlighted; but an excessive number of letters should not be included.
- 1951 11) Complete Pre-Tenure Contract Renewal File
1952 12) Materials Not to be Included in the Evaluation File
1953 a) The evaluation file may not contain yearly self-reports, the library director’s
1954 annual letters regarding self-reports, employment contracts, duplicates of
1955 documents (e.g. page proofs in addition to the published article), or raw data
1956 from supplemental self-designed evaluations (i.e., the actual response forms).
- 1957 8. Three-Year and Five-Year Post-Tenure Review Evaluation Process for Library Faculty

- 1958 a. The purpose of the post-tenure review is to ensure that library faculty with tenure are
 1959 growing as librarians and contributing to the welfare of the College community.
- 1960 b. The first three-year post-tenure review will take place in the fifth semester after tenure
 1961 and promotion. In the sixth year after tenure, the library faculty member may either
 1962 repeat the three-year post-tenure review (due in fall semester) or may instead stand for
 1963 promotion to Librarian in the spring. The library faculty member will continue to undergo
 1964 three-year post-tenure reviews until earning promotion to Librarian. Library faculty
 1965 members are still required to undergo post-tenure review every third fall semester as a
 1966 means of documenting professional productivity and growth. Should a library faculty
 1967 member elect to be considered for promotion to Librarian at the time that the three-year
 1968 review would take place, that evaluation will replace the three-year review. The library
 1969 faculty member will still be eligible for the three-year review merit award in addition to
 1970 the promotion merit award.
- 1971 c. The first five-year review will take place in the 11th semester after promotion to
 1972 Librarian and every five years thereafter.
- 1973 9. Post-Tenure Review Evaluation Process
- 1974 a. The library faculty member under review will compile an evaluation file documenting
 1975 accomplishments in the areas of librarianship, service, and scholarly, professional and/or
 1976 creative activities. The file must include a current CV, comprehensive self-report,
 1977 materials documenting librarianship, materials documenting service to the College and
 1978 wider community, and materials documenting scholarly, professional and/or creative
 1979 activities.
- 1980 b. The Dean of Faculty will evaluate the file and communicate in writing the decision
 1981 regarding performance and accompanying merit award (where applicable) to the
 1982 librarian. The letter will be shared with the library faculty member and become part of the
 1983 evaluation file.
- 1984 c. The Dean of Faculty will arrange a meeting with the library faculty member to follow up
 1985 on the post-tenure review, answer any questions regarding the letter, discuss plans to
 1986 stand for promotion, or address performance concerns.
- 1987 d. The library faculty member under review will have one week after receiving the Dean of
 1988 Faculty's letter to submit a written response (if desired) to that letter to the President.
 1989 This response will be attached to the decision of the Dean of Faculty and will become
 1990 part of the library faculty member's file.
- 1991 e. If the library faculty member determines that there are grounds for appealing the
 1992 recommendation of the Dean of Faculty regarding merit evaluation, the library faculty
 1993 member may request a review of the case through the appeals process. If so, the library
 1994 faculty member must request the appeal in writing within one week from receipt of the
 1995 Dean of Faculty's recommendation. The library faculty member and the Dean of Faculty
 1996 will then have two weeks to form a special Appeals Committee. The Appeals Committee
 1997 shall consist of three tenured faculty members, with one member chosen by the library
 1998 faculty member filing the appeal, the second one chosen by the Dean of Faculty, and a
 1999 third person acceptable to both parties. The Appeals Committee shall review the case and
 2000 make a written recommendation on the merits of the appeal to the President and to the
 2001 library faculty member. That recommendation will become part of the evaluation file.
- 2002 f. The President shall review the file, the decision of the Dean of Faculty, and the library
 2003 faculty member's letter of response to the Dean of Faculty. The President will make the

2004 final decision regarding the appeal of the library faculty member regarding the evaluation
2005 and communicate this decision in writing to the library faculty member.
2006 g. Should a library faculty member elect to be considered for promotion to Librarian at the
2007 time that the five-year review would take place, that evaluation will replace the five-year
2008 review; however, the library faculty member will still be eligible for the five-year review
2009 merit award in addition to the promotion merit award.

2010 L. Dismissal of a Faculty Member for Adequate Cause

2011 1. General

2012 a. The Board of Trustees may dismiss a faculty member with tenure or before the end of any
2013 contractual appointment only for one or more of the following causes: incompetence,
2014 professional or scholarly misconduct, serious neglect of duty, or conviction or admission
2015 of a serious crime involving moral turpitude that would evoke condemnation by the
2016 academic community (as described in the 1940 Statement of Principles on Academic
2017 Freedom and Tenure *American Association of University Professors, 1940 [1970]).
2018 b. In a case where immediate harm to the faculty member or to others is threatened by
2019 continuance in the position, the person may be suspended at the discretion of the
2020 President for the duration of the dismissal procedure while continuing to receive normal
2021 salary.

2022 2. Procedures for Dismissal for Adequate Cause

2023 a. To dismiss a faculty member, the procedures described below apply. All steps are to be
2024 taken as expeditiously as possible.

2025 b. Preliminary Proceedings

2026 i. Before formal steps are taken, the department chair and the Dean of Faculty shall
2027 attempt to hold a special conference with the faculty member concerned and try
2028 to resolve the matter by mutual consent. If this is not possible, formal
2029 proceedings may be initiated.

2030 c. Formal Proceedings

2031 1) The President shall inform the faculty member in writing of the intention of the
2032 College to dismiss, and of the reasons for this step. The notification must be
2033 delivered personally, or by registered or certified mail, to the last known address of
2034 the faculty member. A copy of the President's letter shall be transmitted to the
2035 College Evaluation Committee. If the faculty member so requests, the College
2036 Evaluation Committee shall conduct an investigation of the reasons and/or hold a
2037 hearing (see below). The request of the faculty member to the committee must be
2038 made, in writing, no later than ten working days after the receipt of the dismissal
2039 notice. After consideration of the report and the recommendation of the College
2040 Evaluation Committee, the President shall make a report and a recommendation to
2041 the Board of Trustees. The faculty member shall receive copies of all reports and
2042 recommendations by the College Evaluation Committee and the President at the time
2043 they are issued.

2044 d. The faculty member may appeal the President's decision to the Board of Trustees which
2045 will determine the form of the appeal. If the faculty member wishes to appeal the
2046 President's decision, the faculty member must submit the request in writing to the Board
2047 Chairperson within two weeks of receipt of the President's recommendation to the Board.
2048 The faculty member facing dismissal for cause is entitled to a formal hearing before the
2049 Board of Trustees to make an appeal to the President's decision. At this appeal, the
2050

- 2051 faculty member shall be entitled to address the Board of Trustees and to be represented
2052 by any person or persons of their choice, including an attorney.
- 2053 e. The final action of the Board of Trustees shall be taken at a regular or special meeting.
2054 To dismiss a faculty member, an affirmative vote of a majority of all members of the
2055 Board of Trustees is required.
- 2056 3. Investigation and Hearing by the College Evaluation Committee
- 2057 a. If the faculty member requests an investigation and/or a hearing by the College
2058 Evaluation Committee, the following standards and procedures shall be observed:
- 2059 1) While the dismissal procedures take place, the President may suspend the faculty
2060 member or assign them to other duties in lieu of suspension only if immediate harm
2061 to the faculty member or to others is threatened by continuance of regular duties, or
2062 incompetence, professional or scholarly misconduct, serious neglect of duty, or
2063 conviction or admission of a serious crime involving moral turpitude that would
2064 evoke condemnation by the academic community. The President will inform the
2065 College Evaluation Committee of the suspension, and the Committee may make a
2066 recommendation concerning the propriety, the length, and the other conditions of the
2067 suspension. During the period of suspension, the faculty member will continue to
2068 receive their regular salary.
- 2069 2) The College Evaluation Committee may, with the consent of the parties concerned,
2070 hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii)
2071 determine matters of fact, (iii) provide for the exchange of documentary or other
2072 information, and (iv) achieve other appropriate prehearing objectives as will make the
2073 hearing fair, effective, and expeditious.
- 2074 3) The hearing will be closed unless all parties agree to open it to the College
2075 community.
- 2076 4) During the proceedings the faculty member will be permitted to have counsel present,
2077 and they may opt to nominate one professional colleague to serve as a spokesperson
2078 during the hearing.
- 2079 5) At the request of either party or the Committee, a representative of a responsible
2080 educational organization will be permitted to attend the proceedings as an observer.
- 2081 6) A verbatim record of the hearing will be taken, and a copy will be made available to
2082 the faculty member without cost, at the faculty member's request.
- 2083 7) The burden of proof that adequate cause exists rests with the institution and will be
2084 satisfied only by clear and convincing evidence in the record considered as a whole.
- 2085 8) At its discretion, the Committee will grant adjournments to enable either party to
2086 investigate evidence about which, in its judgment, a valid claim of surprise is made.
- 2087 9) The faculty member will be afforded an opportunity to obtain necessary witnesses
2088 and documentary or other evidence. The administration will cooperate with the
2089 Committee in securing witnesses and making available documentary and other
2090 evidence that the Committee deems pertinent. Confidential information from the
2091 personnel files of other faculty members may be released only with the consent of
2092 these persons.
- 2093 10) The faculty member and the administration will have the right to confront and cross-
2094 examine all witnesses. Where the witnesses cannot or will not appear, but the
2095 Committee determines that the interests of justice require admission of their
2096 statements, the Committee will identify the witnesses, disclose their statements, and,

- 2097 if possible, provide for interrogatories. Persons who have completed anonymous
2098 student evaluations on the faculty member are not considered to be witnesses.
- 2099 11) In the hearing of charges of incompetence, the testimony will, at the request of the
2100 faculty member or the College, include that of qualified faculty members from this or
2101 other institutions of higher education.
- 2102 12) The Committee will not be bound by strict rules of legal evidence and may admit any
2103 evidence which is of probative value in determining the issues involved.
- 2104 13) The findings of fact and the decision will be based solely on the hearing record.
- 2105 14) Except for such simple announcements as may be required, covering the time of the
2106 hearing(s) and similar matters, and except as otherwise provided by law, public
2107 statements, and publicity about the case by either the faculty member or
2108 administrative officers will be avoided as far as possible until the proceedings have
2109 been completed, including consideration by the Board of Trustees. The President and
2110 the faculty member will be notified in writing of the recommendation of the
2111 Committee and will be given a copy of the record of the hearing.
- 2112 15) If the Committee concludes that adequate cause for dismissal has not been
2113 established by the evidence in the record, it will so report to the President.
- 2114 16) If the Committee concludes that adequate cause for dismissal has been established,
2115 but that an academic penalty less than dismissal would be more appropriate, it will so
2116 report, with supporting reasons.
- 2117 17) If the President rejects the report, the President will state the reasons for doing so, in
2118 writing, to the Committee and to the faculty member, and provide an opportunity for
2119 response within ten days before transmitting the case to the Board of Trustees.
- 2120

2121 V. Bylaws Governing Lecturer Appointments and Evaluations

2122 A. Minimum Criteria for Appointing Lecturers at Rank

2123 1. Lecturer

- 2124 a. A master's degree in a field relevant to the area of instruction.
2125 b. Typically less than five years of full-time teaching experience in higher education.

2126 2. Senior Lecturer

- 2127 a. A master's degree in a field relevant to the area of instruction.
2128 b. Typically at least five years of full-time teaching experience in higher education.

2129 3. Master Lecturer

- 2130 a. A master's degree in a field relevant to the area of instruction.
2131 b. Typically at least five years full-time teaching experience in higher education at the rank
2132 of Senior Lecturer or the equivalent.

2133 B. Conditions for Lecturer Appointments

- 2134 1. The initial appointment is typically for a term of three years. A notice that the appointment
2135 will or will not be renewed must be given in writing by the Dean of Faculty's Office no later
2136 than 6 months before the expiration of the contract. Failure to provide notice of non-renewal
2137 by the sixth month before expiration of the contract shall result in contract renewal.
- 2138 2. A second appointment is typically for a term of three years. Notice that the appointment will
2139 or will not be renewed must be given in writing by the Dean of Faculty no later than 12
2140 months before the expiration of the contract.
- 2141 3. Renewals after the second appointment are typically for a term of five years. For such
2142 renewals, notice that the appointment will or will not be extended for another five years must
2143 be given in writing by the Dean of Faculty no later than 12 months before the expiration of

- 2144 the contract.
- 2145 4. Any failure to provide the required notice of non-renewal by the twelfth month before
- 2146 contract expiration shall result in an extension of the existing contract of no less than one year.
- 2147 5. Faculty within the Lecturer track will be appointed to the College under the immediate
- 2148 supervision of the Dean of Faculty. As appropriate to the disciplinary expertise of the faculty
- 2149 member and the anticipated teaching responsibilities, the Dean of Faculty may delegate
- 2150 immediate supervision to a department chair, cross-disciplinary program coordinator,
- 2151 Associate Dean, or other person as deemed by the Dean of Faculty to be consistent with the
- 2152 effective operation of the faculty member's duties.
- 2153 6. The full-time teaching load for faculty in the Lecturer track typically is eight courses (32
- 2154 credits) per academic year. At the request of the faculty member and based on the needs of
- 2155 the College, a summer teaching load, a specified advising load, or an administrative
- 2156 assignment can be substituted for a portion of the academic-year load without reduced or
- 2157 additional compensation.
- 2158 7. Scholarly activity sufficient to remain current in pedagogy and disciplinary content is
- 2159 expected within the full-time load. Scholarly activity beyond that sufficient for currency is
- 2160 encouraged but shall not be considered in personnel actions.
- 2161 8. Departmental citizenship in the form of attending department meetings and responding to
- 2162 administrative requests regarding courses is required. While service beyond basic
- 2163 departmental and/or programmatic needs is not expected, such extra-departmental service can
- 2164 be valued and is considered in personnel actions.
- 2165 9. Compensation within the Lecturer track will be commensurate with experience and
- 2166 competitive to that of tenure-track faculty positions at comparable rank.
- 2167 10. Contract renewals and promotions within the Lecturer track will include concomitant salary
- 2168 adjustments competitive to those received by tenured and tenure-track faculty members at
- 2169 similar career milestones.
- 2170

2171 C. Standards for Evaluating Lecturers

- 2172 1. The basic criterion of evaluation is excellence in teaching. Lecturer positions carry only
- 2173 modest expectations of scholarly activity directed at academic and professional currency.
- 2174 Modest service to the College beyond basic departmental citizenship is valued but not
- 2175 required for Lecturers. High quality teaching and the maintenance of excellence and
- 2176 competence in the classroom are the primary criteria for evaluation and cannot be replaced by
- 2177 achievement in the other areas.
- 2178 2. Evaluation of excellence in teaching shall follow the standards defined for tenured and
- 2179 tenure-track faculty.
- 2180 3. Expected teaching achievements at various ranks shall follow the expectations for teaching
- 2181 achievement for tenured and tenure-track faculty at commensurate ranks. Lecturers who are
- 2182 not professionally or pedagogically current should not be renewed.
- 2183 4. Lecturers under review for reappointment may opt to submit a self-report and teaching
- 2184 materials to the Department Chair to inform the recommendation letter. Any optional
- 2185 materials from the lecturer must be submitted to the Dean of Faculty with the Chair's
- 2186 recommendation.
- 2187

2188 VI. Bylaws Governing Evaluations of Faculty on Visiting or Adjunct Appointments

2189 Program chairs or coordinators are responsible for reviewing the performance of faculty members

2190 with visiting or adjunct appointments. They should regularly review the student evaluations of

2191 these faculty members and meet with them to discuss the results. Visiting and adjunct professors
2192 who are not professionally competent or who lack effective teaching skills should not be
2193 reappointed. Chairs/coordinators should make recommendations about contract renewal or non-
2194 renewal to the Dean of Faculty or their designee.

ST MARY'S
COLLEGE of MARYLAND
The National Public Honors College

**BOARD OF TRUSTEES
ACADEMIC AFFAIRS COMMITTEE**

JUNE 14, 2024

ACTION ITEM 2324-19

**RECOMMENDATION TO APPROVE
FACULTY BYLAWS**

RECOMMENDED ACTION:

The Academic Affairs Committee recommends approval of the revised Faculty Bylaws except for Section IVC2. The Committee further recommends that until such time as the faculty revise the referenced section, the language shall remain as per the 2019 version of the Faculty Bylaws which reads, *“Tenure terminates with the retirement or resignation of the faculty member; or when the faculty member is dismissed for cause, (or) when the position is eliminated.”*

RATIONALE

The Faculty Bylaws are the foundational document within the shared governance structure used to guide decision-making by the faculty body. Last approved in 2019, the current proposed revisions were put forward to address outdated terminology and to align institutional processes with best practices. The specific details of each area of change are outlined in the supplementary material. The Board of Trustees has the authority to approve all revisions from the faculty as they shall recommend.

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

JUNE 14, 2024

ACTION ITEM 2324 – 26

APPROVAL OF THE FY25 CURRENT FUND OPERATING BUDGET

RECOMMENDED ACTION

The Finance, Investment, and Audit Committee recommends approval by the Board of Trustees, St. Mary's College of Maryland, of the attached current fund operating budget for FY25.

RATIONALE

Maryland law entrusts the development and approval of the operating budget for the College to the Board of Trustees. Authorization of the FY25 current fund budget will allow the College to continue its mission of providing a high quality, public, post-secondary education.

**BOARD OF TRUSTEES
ST. MARY'S COLLEGE OF MARYLAND
FINANCE, INVESTMENT, AND AUDIT COMMITTEE**

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**FY25 Operating Budget
Supporting Documentation Table of Contents**

- Exhibit A: FY25 Proposed Operating Budget
- Exhibit B: FY25 Key Budget Assumptions
- Exhibit C: FY25 CFU Revenue by Source
- Exhibit D: FY25 CFU Expenditures by Object
- Exhibit E: Five-Year Comparative Expenditures by Object
- Exhibit F: Reconciliation of State Appropriation
- Exhibit G: FY24 CFU Budget for Contingency Items
(Provides information about the contingency funds included in the current fund unrestricted budget.)
- Exhibit H: FY24 CFU Planned Expenditures Greater than \$100,000.
(Required by the Board approved Budget Policy, this schedule displays anticipated operating budget expenditures for goods/services to a single vendor greater than \$100,000 each.)

Exhibit A

ST. MARY'S COLLEGE OF MARYLAND					Explanation
Preliminary Working Budget Projections DRAFT FY25 (June 2024)					
		BOT Approved	FY24 Projected Budget	FY25 Proposed Budget	
	FY23 Actuals	Projected FY24 Budget	Projected through 6/30/2024	0% T, 0%F, 3.9% Room, 3.9% board	
Undergraduate*	1430 FT (408 F)	1544	1532 FT (432 F)	1557 FT (400 F)	Enrollment of new students is projected to be fewer than originally proposed in the tuition model due to the uncertainty created by the flawed FAFSA rollout. We predicted conservatively and reduced the gap to 40, resulting in a student headcount of 1,557 rather than the originally anticipated 1,597.
In-State Full-Time Student Head Count	1307	1401	1386	1403	Includes all in-state full-time students and in-state students who will study abroad.
In-State Part-Time Student (Count Per Credit Hour)	1972	3086	1805	1949	Includes part-time in-state students and part-time DC residents.
DC Resident Full-Time Student Head Count	22	20	21	22	Includes all DC full-time students and DC students who will study abroad.
Out-of-State Full-Time Student Head Count	101	119	125	132	Includes all out-of-state full-time students and out-of-state students who will study abroad.
Out-of-State Part-Time Student (Count Per Credit Hour)	162	0	178	150	
Graduate					
MAT Program Student Head Count	23	24	9	18	
St. Mary's College Revenues					
Tuition Revenue					
Undergraduate					
In-State Full-Time Student Tuition		17,605,760	16,767,896	16,998,748	Tuition rate is \$12,116.
In-State Part-Time Student (Tuition Per Credit Hour)		926,132	532,858	584,700	Includes fall, spring, winter, and summer in-state and DC part-time tuition revenue. (\$300 per credit hour)
DC Resident Full-Time Student Tuition		442,320	442,320	486,552	Tuition rate is \$22,116.
Out-of-State Full-Time Student Tuition		3,411,232	3,781,759	3,721,344	Tuition rate is \$28,192.
Out-of-State Part-Time Student (Tuition Per Credit Hour)			20,700	67,500	Includes fall, spring, winter, and summer part-time tuition revenue for out-of-state students. (\$450 per credit hour)
Non-Degree Seeking Tuition Revenue			19,200	15,360	Based on actuals from FY24 (10 students per semester). Conservative estimate of eight students in FY25.
Graduate					
MAT Program Tuition		396,720	152,903	297,540	
Subtotal Tuition Revenue		22,782,164	21,717,636	22,171,744	
Tuition Waivers Received from Other Institutions		210,000	236,562	210,000	Waivers from other Maryland state schools. It is difficult to predict the number of participants, therefore the estimate is constant from year-to-year.
Total Tuition Revenue	20,540,686	22,992,164	21,954,198	22,381,744	
Fees					
Mandatory Fees Undergraduate		2,797,896	4,724,488	4,857,840	Mandatory fees for all full-time undergraduate students regardless of whether the student is in- or out-of-state. (\$3,120)
Mandatory Fees Graduate			28,080	87,948	Mandatory and program fees for each MAT student. (\$4,886)
Mandatory Fees Part-Time Students			92,462	102,326	Mandatory fees per part-time student. (\$48.75 per credit hour)
Other Fees (Course, Graduation, etc.)		686,713	810,000	794,720	The lower projection is due to the decreased new student enrollment (-40) attributed to the flawed FAFSA rollout.
Reduction for Mandatory Fees Transferred to the Student Government Association (SGA)			(411,280)	(425,250)	A portion of the mandatory fees that is transferred to the Student Government Association (SGA) for their initiatives. Consists of \$270 from the \$3,120 mandatory fee paid by each full-time undergraduate student and \$4,886 paid by each MAT student.
Reduction for Mandatory Fees Transferred to the Plant Facility Fund			(1,517,166)	(1,568,700)	A portion of the mandatory fees that is transferred to the plant facility fund to be used for Board approved plant projects. Consists of \$996 from the mandatory fees paid by full-time undergraduate and MAT students.
Sub-Total Fees Revenue	3,585,697	3,484,609	3,726,584	3,848,884	
State Appropriations					
General Fund (Includes January Inflation - FY24)	30,935,595	36,635,000	36,635,000	36,851,675	The general fund appropriation for FY24 per the legislated funding formula.
General Fund Addition* (FY24 COLA Increase)	-	-	1,447,912	1,800,000	For FY24, the state issued a budget amendment to fund the July 1, 2023 COLA costs in the amount of \$1,447,912. The current FY25 state projection is \$1,800,000.
HEIF	2,549,840	2,549,840	2,549,840	2,549,840	Legislated appropriation from the Higher Education Investment Fund.
Sub-Total State Appropriation Revenue	33,485,435	39,184,840	40,632,752	41,201,515	
Auxiliary Enterprises					
Residence Halls		11,448,461	11,832,100	11,947,312	The FY24 projected revenue has been increased by 3.9% for FY25 and decreased by 40 students based on residence hall double occupancy rate for FY25.
Dining Services		6,282,842	7,105,477	7,108,351	FY24 projected actuals are based on 1,332 meal plans for the fall and 1,254 for the spring. For FY25, the counts are kept constant, but the revenue is increased by 3.9% and reflects 40 fewer students using Gold Meal Plan rate for FY25.
Bookstore Operations		1,216,030	1,045,000	929,000	The bookstore has not recovered consistently from the COVID-19 pandemic (FY21). The four-year revenue average is \$929K, which is the projected revenue given the anticipated lower student enrollment.
Sub-Total Auxiliary Revenue	18,086,181	18,947,333	19,982,577	19,984,663	
Other Revenue Sources					
Sales & Services - Educational		812,675	450,000	500,000	Study abroad program fees and conference revenues. The modest increase is based on projected increases (vs. FY24 actuals) in the number of students who will study abroad and on increased conference revenue.
Quasi-Endowment (4% Spending Allocation of Cash Equities)		271,434	271,434	176,800	Board approved 4% drawdown on current portfolio.
Interest Income from Cash at State		111,066	964,549	850,000	Conservative estimate in anticipation of lower interest rates in FY25.
Treasurer Note Interest Return from Bond		422,257	422,257	462,313	Interest for the 2020 Series A Bond from the bondholder.
Foundation Unrestricted Support		-	-	75,000	
Other (Career Center, Registration fees, Faculty Housing Revenue, Miscellaneous.)		254,400	307,000	300,000	Slight decrease in faculty housing occupancy rate due to condition of rental properties.
Sub-Total Other Revenue Sources	1,846,025	1,871,832	2,415,240	2,364,113	
Total Operating Revenues	77,544,024	86,480,778	88,711,350	89,780,919	

St. Mary's College Expenses					
Operating Expenses	18,804,453				
Contractual Payroll (includes student payroll)		4,381,605	4,119,443	4,129,680	Individuals (1,035) who fall under this classification include all student workers (698 total, 62% of whom hold multiple positions), faculty and staff stipends, some exempt and non-exempt staff, work-study students, and grant-funded PIs.
Travel		2,469,578	2,089,566	2,295,605	All study abroad travel, faculty and staff professional development, travel for student summer programs, and faculty start-up costs. Travel consists of transportation, lodging, meals, and registration costs. Registration and study abroad expenses are the two largest categories, each representing approximately 19% of the total.
Utilities and Fuel	4,033,995	4,506,400	4,200,000	4,450,000	Costs associated with electricity (40%), natural gas/propane, heating oil, water, miscellaneous fuel (for vehicles and equipment), MES, and sewer.
Contractual Services		5,962,049	8,900,000	7,971,923	Recurring and one-time expenses including those associated with full-time ASL interpreters, counseling and medical services, table/tent/chair rentals, event lighting, video and audio support, catering, office machine rentals, public safety video cameras, database access, OAG salary and litigation services, software for business operations and academic processes, coach bus service for athletic team travel, ERP system implementation and maintenance, facilities repair and maintenance, performers and lecturers, instrument/equipment repair and maintenance, housing rental fees paid to HSMC. This list includes only services priced \$30K and above (94% of the expense). Recurring expenses account for 49% of the line item.
Supplies		2,747,922	1,394,987	2,012,284	Costs for basic office supplies and materials, academic/classroom supplies and materials, computer and IT supplies, software licenses, electronic supplies, branded materials ("swag", printing of banners, posters, flyers, brochures, etc.), cleaning supplies, recruitment and marketing supplies, shipping and mailing supplies, and supplies for College events.
Equipment		1,236,201	1,877,983	1,297,029	Equipment for academic programs (e.g., theater productions, labs, studios), athletics and club sports, administrative offices, technology, events, catering, IT infrastructure, specialized equipment for health and safety, student support services, recruitment, and marketing.
All Other Operating Expenses		2,271,756	2,157,906	1,603,924	Communications and vehicle operations. Fixed charges (subscriptions, memberships/dues, online services, water products and services, health and safety equipment, academic program supplies, maintenance supplies, lease and maintenance fees, postage (25% of the expense).
Sub-Total Operating Expenses	22,838,448	23,575,511	24,739,884	23,760,445	
Auxiliary Expenses					
Dining Services (Bon Appetit costs)	4,567,494	4,908,659	5,183,659	4,800,000	The target for the negotiations currently underway.
Bookstore Operations	941,731	962,069	1,251,000	925,000	
Sub-Total Auxiliary Expenses	5,509,225	5,870,728	6,434,659	5,725,000	
Other Expenses					
Institutional Expense	276,248	644,372	266,050	500,000	Institutional contingency, plant/auxiliary contingency, and insurance.
Debt Services	3,810,841	3,806,841	3,793,219	3,429,035	The interest and principal payments for the 2012, 2018, and 2020 Series A Bonds.
Sub-Total Other Expenses	4,087,089	4,451,213	4,059,269	3,929,035	
Scholarship/Waiver Expenses					
Tuition Waivers	686,582	836,445	1,000,608	787,000	Tuition paid to other Maryland state institutions for tuition exchange benefits used by faculty/staff dependents. Also includes a \$210K waiver for residence hall assistants.
Total Scholarships	8,070,262	8,450,000	8,795,833	8,750,000	Projection based on calculations made by the Office of Financial Aid.
Sub-Total Scholarship/Waiver Expenses	8,756,844	9,286,445	9,796,441	9,537,000	
Sub-Total SMC M Expenses (Non-FT Personnel)	41,191,606	43,183,897	45,030,253	42,951,480	
St. Mary's College FT Personnel Expenses					
Personnel - Wages	28,000,965	32,215,108	30,940,373	33,918,647	Only permanent state employees (403 faculty and staff) are included in this category. The largest increase from FY24 is due to statewide COLA increases. In addition there were increases due to faculty tenure and promotion, staff job reclassification and comparison market enhancements, approved collective bargaining unit increases, filling staff vacancies, and the restructuring of Public Safety. FY25 expense also includes projected statewide COLA increase.
Personnel - Benefits, Wage Changes, Savings, Miscellaneous Items, etc.)	11,379,417	13,031,770	12,682,600	13,186,792	Projected state allocation for health insurance and other fringe benefits.
Sub-Total FT Personnel Expenses	39,380,382	45,246,878	43,622,973	47,105,439	
Total Expenses	80,571,988	88,430,775	88,653,226	90,056,919	
Additional Expenses Beyond Normal Operating Budget					
FY24 ERP, WIFI Upgrades, Security Cameras Annual Lease					
ERP Project		1,000,000	1,368,587		
WIFI Upgrades		400,000	417,475		
Security Cameras Annual Lease		388,713	234,266	234,266	Year two of a three-year lease-to-own agreement.
FY24 and FY25 Tennis Court Renovation Project		-	709,900		Represents approximately 78% of the total project cost. This portion will be funded by the cumulated quasi endowment drawdown of 4% as approved by the Board of Trustees. The remaining 22% will be funded from private sources.
FY25 ERP Final Implementation Costs				650,000	Final estimated expense.
FY25 Support for Middle States Reaffirmation of Accreditation				66,360	Activities/fees associated with the Middle States reaffirmation of accreditation process.
FY25 Montgomery Hall Temporary Relocation Expense				325,000	Expenses associated with the relocation of Montgomery Hall residents.
FY25 Modernization of Residence Halls				300,000	Aesthetic renovations of traditional residence halls (multi-year project).
FY25 Strategic Plan "The Rising Tide" Initiatives to the Bond		-	499,021	1,242,500	One-time and annual costs for The Rising Tide Strategic Planning Initiatives.
FY25 Strategic Plan "The Rising Tide" Initiatives to Operating Expenses		-	58,992	179,000	One-time and annual costs for The Rising Tide Strategic Planning Initiatives.
Sub-Total Additional Expenses Beyond Normal Operating Budget	-	1,788,713	3,288,241	2,997,126	
Additional Revenues Beyond Normal Operating Budget					
Trust Public Fund Checking Account Balance (Tennis Court Project)		-	429,990		
Strategic Initiatives to the Bond (Non-FT Personnel Expenses)	3,309,272	3,760,251	3,789,627	3,455,480	
Transfer from Fund Balance (Transfer Due to FY23 Rollovers)					
Sub-Total Additional Revenues Beyond Normal Operating Budget	3,309,272	3,760,251	4,219,617	3,455,480	
Grand Total of Revenue (Total Operating Revenue + Additional Revenue)	80,853,296	90,241,029	92,930,967	93,236,399	
Grand Total of Expenses (Total Operating Expenses + Additional Expenses)	80,571,988	90,219,488	91,941,467	93,054,045	
Surplus/(Deficit)	281,308	21,541	989,500	182,354	

*Tuition - Updated to account for enrollment based on tuition classification vs. tuition residency in collaboration with Institutional Research and Enrollment Management.

FY25 Key Budget Assumptions Exhibit B

Revenues

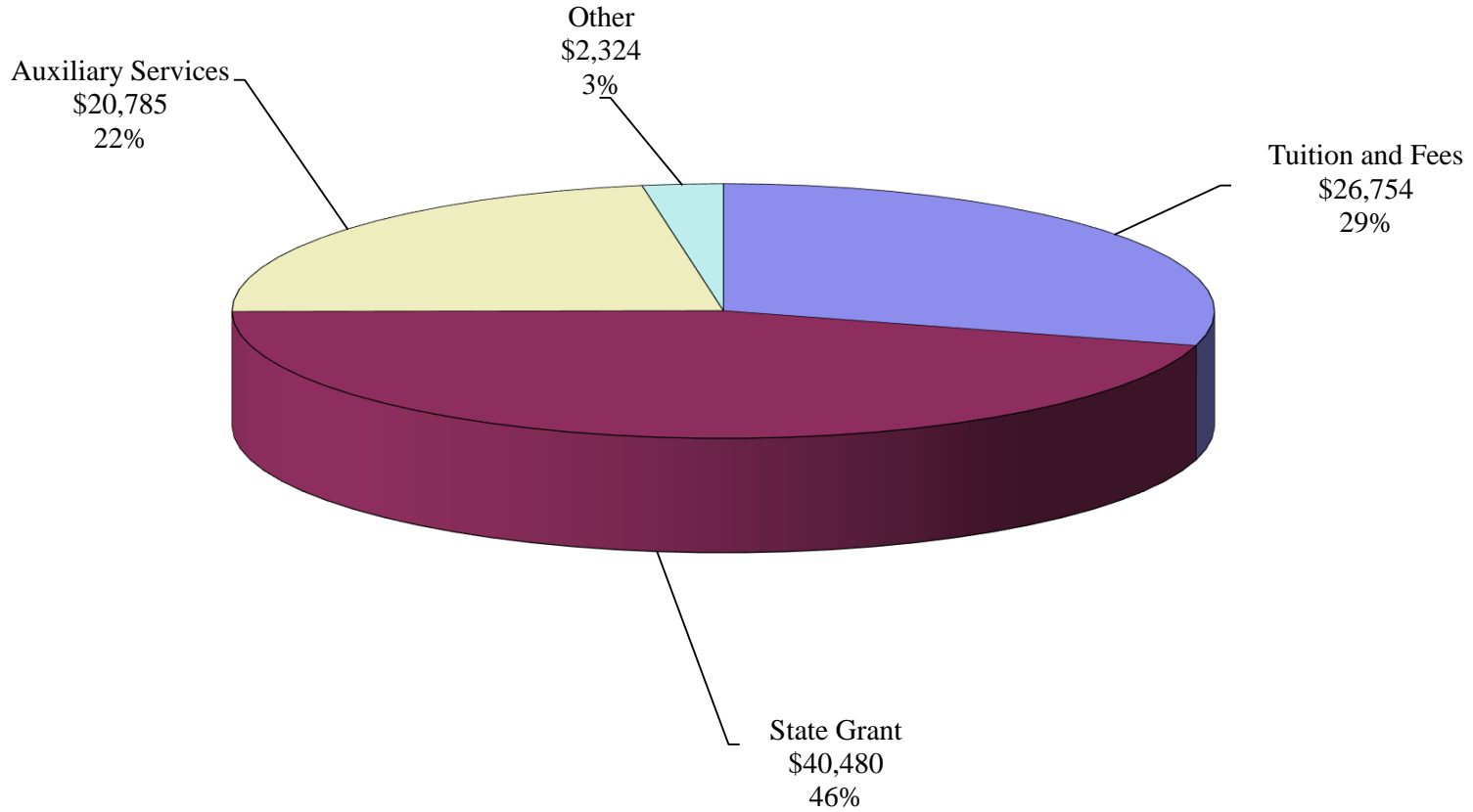
The FY25 revenue budget has increased \$1.07M (1.2%) over the FY24 projected revenue budget primarily due to increase in state support, tuition, and auxiliary enterprise revenues. Enrollment counts were reduced by 40 for budgeting purposes, instead of 100% of the projected enrollment.

The state appropriation increased \$569K over FY24 and represents the block grant inflator and includes pending future statewide COLA increases for FY25.

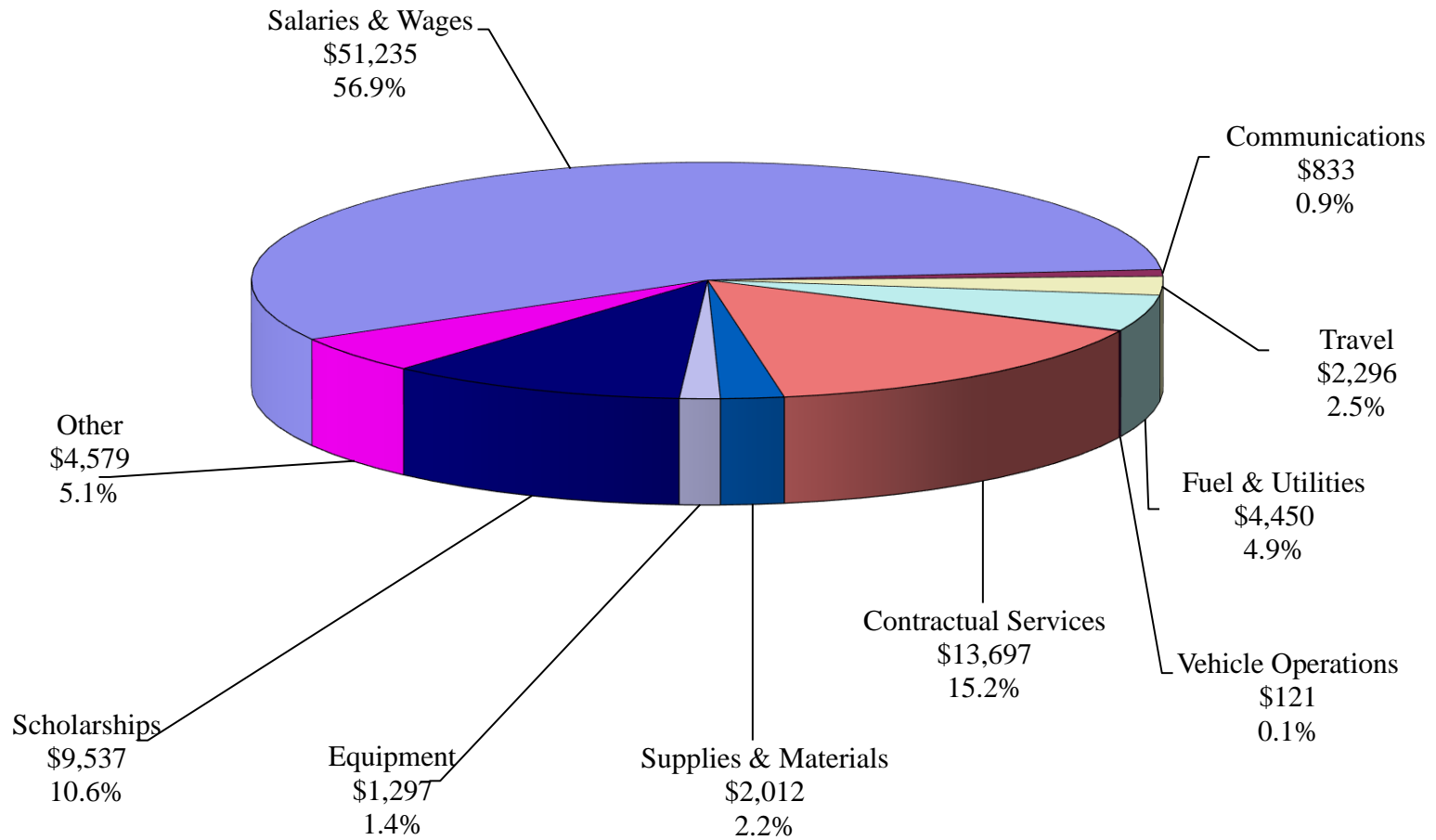
Expenditures

The FY25 current fund unrestricted expenditure budget, detailed in Exhibit A, increases a total of \$1.4M (1.6%) over the FY24 expenditure budget and consists of newly required expenditures, a salary pool for faculty and wage increases, annualization of prior year salary changes, and operational budget changes due to the addition of strategic initiatives.

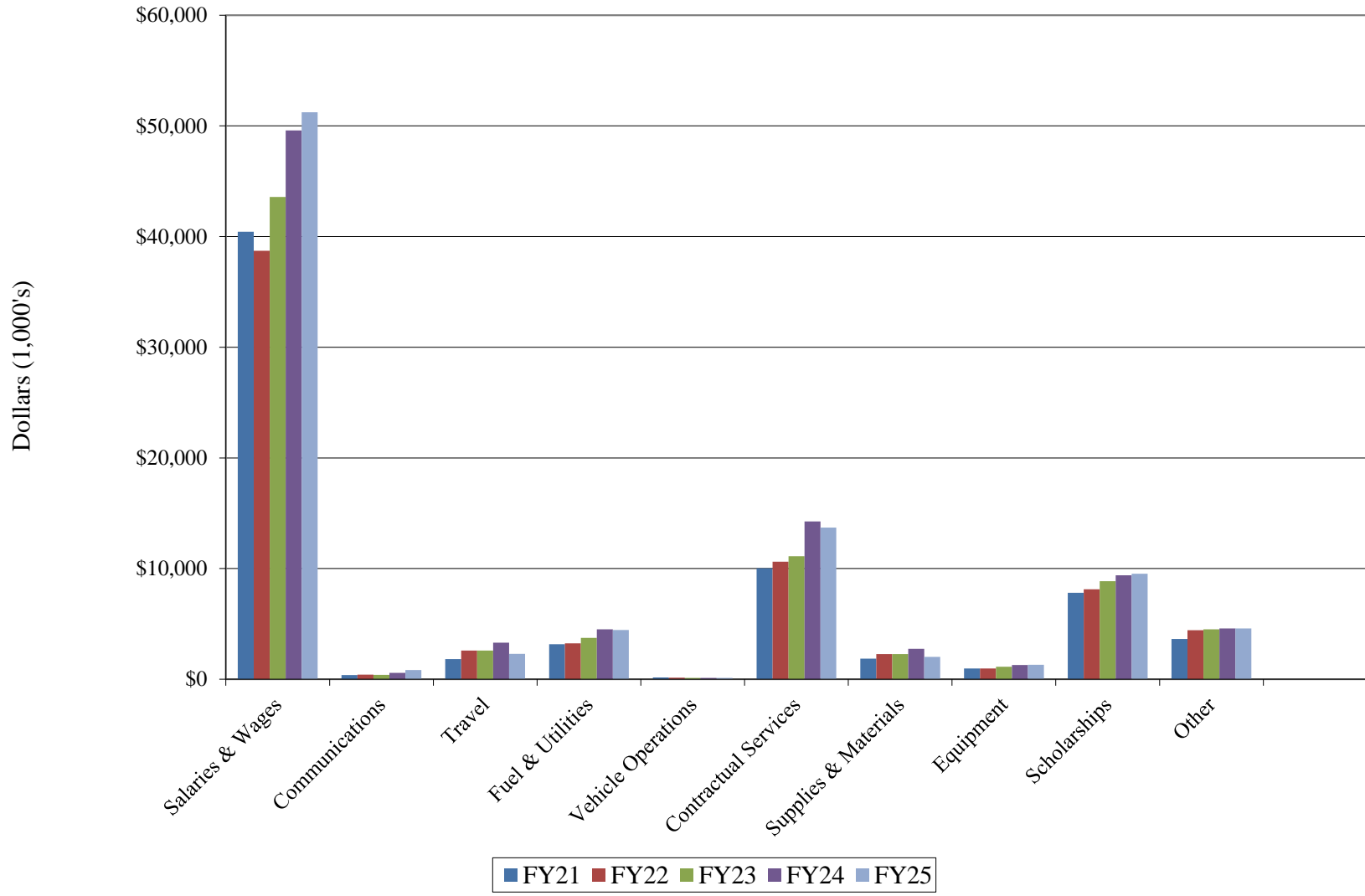
**FY25 Operating Budget CFU
Revenues by Source
(\$000s)
Exhibit C**



**FY25 Operating Budget
Unrestricted Expenditures by Object
(\$000s)
Exhibit D**



Five-Year Comparative Expenditure by Object Exhibit E



FY25 Operating Budget
Reconciliation of State Appropriation (General Fund Grant)
Exhibit F

Beginning Base for FY25	\$36,635,000
Pending Salary Enhancements*	\$1,800,000
Beginning Base for FY25	<u>\$38,435,000</u>
<u>FY25 Adjustments</u>	
Base Inflator Amount	\$216,675
Total Adjustments	<u>\$216,675</u>
Allowance	<u>\$38,651,675</u>
HEIF Portion	<u>\$2,549,840</u>
FY25 General Fund Grant Total	<u><u>\$41,201,515</u></u>

**Pending DBM COLA calucation for FY25*

FY25 CFU Contingency Items
Exhibit G

Item	Amount
Institutional Contingency - Ins. Support Balance	\$300,000
Institutional Contingency - Auxiliary Support Balance	\$500,000
Institutional Contingency Amount	<u>\$800,000</u>
<u>Study Abroad</u>	
International Signature Programs	<u>\$606,100</u>
<i>(Both international programs and tours are offset by anticipated revenues.)</i>	
Total Contingency Items	<u><u>\$1,406,100</u></u>

**FY25 CFU Planned Expenditures Greater Than \$100,000 Each to a Single Vendor
Exhibit H**

Description	Vendor	Estimated Amount
<u>IT and Library Related</u>		
Administrative Software Campus Management	TBD	\$523,675
University of Maryland Academic Telecom System - Internet	Maryland Broadband	\$291,000
Life Cycle Replacements	Dell	\$400,000
Administrative Systems	Jenzabar	\$130,000
Library Management System	USM & Affiliated Institutions (USMAI)	\$140,000
Library Databases	Lyrasis	\$200,000
Library Serials	Ebsco	\$175,000
		<u>\$1,859,675</u>
 <u>Maintenance and Utilities</u>		
Housekeeping Services	Shine Brite	\$220,000
Sewage Services	METCOM	\$345,000
Gas and Propane	SMO	\$280,000
Electricity	SMECO	\$2,000,000
Postage	US Postal Service	\$585,000
Heating Oil	Burch Oil	\$1,600,000
Trash Disposal	Waste Management	\$150,000
		<u>\$5,180,000</u>
 <u>Auxiliaries, International, and Miscellaneous</u>		
Marketing	Creative Communications	\$450,000
Strategic Search	Enrollment Management	\$185,000
Food Service Contract	Bon Appetit	\$4,500,000
Bus Service, Athletics Teams	Keller Transportation	\$160,000
Publication Printing	Awarded among Carter, Tray Printing, and Schmitz Press)	\$330,000
		<u>\$5,625,000</u>
	 Grand Total	 <u><u>\$12,664,675</u></u>