



Revisions to the School of Public Policy (PLCY) Plan of Organization

PRESENTED BY Gene Ferrick, Chair

REVIEW DATES SEC – October 20, 2023 | SENATE – November 1, 2023

VOTING METHOD In a single vote

RELEVANT POLICY/DOCUMENT [Plan of Organization for Shared Governance at the University of Maryland, College Park](#)

NECESSARY APPROVALS Senate, President

ISSUE

The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization. These Plans must conform to provisions and principles set forth in the University's Plan, the Bylaws of the University Senate, the Policy on Shared Governance in the University System of Maryland, and best practices in shared governance. Revisions to the Plan of Organization of each College, School, and the Library must be reviewed and approved by the University Senate. The Senate Elections, Representation, & Governance (ERG) Committee is the standing Committee responsible for conducting these reviews. In October 2019, the School of Public Policy (PLCY) submitted a revised version of its Plan of Organization, including changes to its Appointment, Promotion, and Tenure (APT) policy. The School indicated that there have been no changes to its Appointment, Evaluation, and Promotion (AEP) policy since it was last approved in 2016.

RECOMMENDATION(S)

The Elections, Representation, & Governance Committee recommends that the Senate approve the revised Plan of Organization for the School of Public Policy.

COMMITTEE WORK

The PLCY Plan of Organization review process started in November 2019. The review process entailed collaborative feedback discussion between PLCY representatives and both the ERG Committee and the Faculty Affairs Committee (FAC). The ERG Committee provided initial feedback to the PLCY noting that there is no single body that meets the requirements of the "Faculty Advisory Council" required by the University Plan, and the procedures for electing University Senators are insufficient. The committee also noted areas where shared governance and administrative functions are not clearly delineated, and observed that there are inadequate opportunities for participation by staff and students in the School's governance.

The ERG Committee received a revised PLCY Plan that addressed a majority of the feedback the ERG Committee previously provided and notable changes to the committees were made. An additional committee called the Faculty Committee was created to be chaired by the Dean to

facilitate a method to receive information from faculty members. ERG Committee members provided feedback on this revision that clarity was needed of committee's membership process with term lengths that are stated rather than implied and specified term limits and quorums. Also, a version of the Faculty Advisory Council required by the UMD Plan was needed with the specified duties and has an elected chair with elected representation from faculty, staff and students, as written it appeared the council was split between two committees, the Assembly Executive Committee (IX.A) and the Faculty Advisory Council (IX.B).

Over the summer 2023 PLCY acted on the ERG Committee's feedback by providing a further revised Plan that included the delineation of committee roles, established a Faculty Advisory Council as specified in the UMD Plan, and clarified committee membership processes. Additional revisions were made to specify constituency groups of students as undergraduate and graduate, and staff as non-exempt and exempt. At the September 2023 ERG Committee meeting, the committee reviewed the revised PLCY Plan noting PLCY addressed the ERG Committee's feedback. At the October ERG Committee meeting, the committee voted to approve the revised PLCY Plan.

In conjunction with the PLCY Plan review, the FAC Working Group reviewed the APT and Post-Tenure Review policies. The Working Group's initial review raised concerns about the PLCY's inclusion of non-unit-based faculty members representation on the Initial Advisory Subcommittee and requested clarity of voting members on the APT Committee. PLCY responded by clarifying PTK and other non-tenure track faculty's input will be considered but they will not be involved in the discussion or deliberation of APT cases and clarifying the voting members on the APT Committee.

PLCY addressed FAC Working Group concerns and revised the policies to align with UMD governing documents when it was noted the policies were missing required elements that may have been present at one time but were deleted during the Plan revision process.

The FAC reviewed and approved the PLCY APT and Post-Tenure Review policies by vote on October 11, 2023.

The ERG Committee voted to approve the revised PLCY Plan on October 13, 2023.

The School of Public Policy College Assembly voted to approve the revised Plan of Organization in a vote concluding October 23, 2023.

ALTERNATIVES

The Senate could reject the revised Plan of Organization and the existing Plan would remain in effect.

RISKS

There are no risks to the University in adopting the revised Plan of Organization.

FINANCIAL IMPLICATIONS

There are no known financial implications.



Revisions to the School of Public Policy (PLCY) Plan of Organization

2023-2024 Committee Members

Gene Ferrick (Chair)
Paul Brown (Faculty)
Marck Coulbourne (Faculty)
Jon Crocker (Faculty)
Jenna Dimaggio (Undergraduate Student)
Orna Garrett (Ex-Officio Director of HR Rep)
Lian Kish (Exempt Staff)
Soomin Kim (Undergraduate Student)
Serena Mlawsky (Graduate Student)
Polly O'Rourke (Faculty)

Abdulazeez Olukose (Graduate Student)
Pamela Phillips (Ex-Officio Associate VP IRPA Rep)
Hilary Thompson (Faculty)
Michael Werre (Non-Exempt Staff)

Date of Submission

October 13, 2023

BACKGROUND

The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges, Schools, and the Libraries be governed by a Plan of Organization. These Plans must conform to provisions and principles set forth in the University's Plan, the Bylaws of the University Senate, and the Policy on Shared Governance in the University System of Maryland, as well as with best practices in shared governance. Revisions to the Plan of Organization of each College, School, and the Libraries must be reviewed and approved by the University Senate. The Senate Elections, Representation, & Governance (ERG) Committee is the standing committee responsible for conducting these reviews in conjunction with Faculty Affairs Committee (FAC).

In October 2019, the School of Public Policy (PLCY) submitted a revised version of its Plan of Organization, including changes to its Appointment, Promotion, and Tenure (APT) policy. The School indicated that there have been no changes to its Appointment, Evaluation, and Promotion (AEP) policy since it was last approved in 2016.

COMMITTEE WORK

In November 2019, the ERG Committee conducted an in-depth assessment of the revised PLCY Plan. The committee noted that there was no single body that meets the requirements of the "Faculty Advisory Council" required by the University Plan, and the procedures for electing University Senators was insufficient. The committee also noted areas where shared governance and administrative functions were not clearly delineated, and observed there were inadequate opportunities for participation by staff and students in the School's governance.

In August 2020, PLCY submitted a revised Plan. Upon the review of the revisions in March 2021, the ERG Committee provided feedback to PLCY that revisions were needed to the Faculty Advisory Council, noted a range of unclear or missing language related to PLCY bodies, and that representation for students was potentially inadequate.

A newly revised PLCY Plan was submitted in December 2021. After a review of the revised PLCY Plan ERG Committee feedback was provided to the PLCY representative in April 2022. In May

2022, ERG Committee Chair Montgomery provided an update to the Committee that the most recent Plan submission received from the PLCY required additional clarification and the remaining concerns were reviewed with the PLCY representative at a meeting. These included concerns such as clarity and expressed intention on the makeup of the Policy Student Government Association, clarity on the formation of subcommittees and membership terms, and confusing references to Staff body and University Staff senators.

The ERG Committee received PLCY Plan revisions in February 2023. Overall, the revised PLCY Plan addressed a majority of the feedback the ERG Committee previously provided and notable changes to the committees were made. An additional committee called the Faculty Committee was created to be chaired by the Dean to facilitate a method to receive information from faculty members.

ERG Committee members provided feedback in March 2023 noting the newly created committees needed clear delineation of the committee's role as either administrative or shared governance. Clarity was needed of these committee's membership process with term lengths that are stated rather than implied, specified term limits, and quorums. A version of the Faculty Advisory Council was needed, as required by the UMD Plan, that has the specified duties and an elected chair with elected representation from faculty, staff and students, as written it appeared the council was split between two committees, the Assembly Executive Committee (IX.A) and the Faculty Advisory Council (IX.B).

Over the summer 2023 PLCY acted on the ERG Committee feedback by providing a revised Plan that included the delineation of committee roles, established a Faculty Advisory Council as specified in the UMD Plan, and clarified committee membership processes. Additional revisions were made to specify constituency groups of students as undergraduate and graduate, and staff as non-exempt and exempt. At the September 2023 ERG Committee meeting, the committee reviewed the revised PLCY Plan noting this version corrected and clarified committee's roles and the representational issues among staff and students. At the October ERG Committee meeting, the committee voted to approve the PLCY Plan.

In conjunction with the PLCY Plan review, the FAC Working Group reviewed the APT and Post-Tenure Review policies. PLCY addressed concerns and revised the policies to align with UMD governing documents when it was noted the policies were missing required elements that may have been present at one time but were deleted during the Plan revision process.

The Working Group's initial review raised concerns about the PLCY's inclusion of non-unit-based faculty members representation on the Initial Advisory Subcommittee and requested clarity of voting members on the APT Committee. PLCY responded by clarifying PTK and other non-tenure track faculty's input will be considered but they will not be involved in the discussion or deliberation of APT cases and clarifying the voting members on the APT Committee.

PLCY addressed all the concerns that were raised by the Working Group. The Working Group submitted the revised PLCY APT and Post-Tenure Review policies for the FAC Committee's consideration and recommendation. After a review of the final APT and Post-Tenure Review policies, FAC voted to approve the APT policy and the Post-Tenure Review policies in the PLCY Plan on October 11, 2023.

The Faculty Affairs Committee approved PLCY's APT and Post-Tenure Review policies at the October 11, 2023 meeting. On October 13, 2023, the ERG Committee voted to approve the revised PLCY Plan.

The PLCY College Assembly voted to approve the revised Plan of Organization in a vote that concluded on October 23, 2023.

RECOMMENDATIONS

The Elections, Representation, & Governance Committee recommends that the Senate approve the revised Plan of Organization for the School of Public Policy as shown immediately following this report.

APPENDICES

Appendix 1 — 2013 School of Public Policy (PLCY) Plan of Organization

**SCHOOL OF PUBLIC POLICY
UNIVERSITY OF MARYLAND**

PLAN OF ORGANIZATION

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Article I: Name and Mission

The name of the unit shall be the “School of Public Policy” of the University of Maryland at College Park, hereinafter referred to as the “School.”

The School exists to:

1. develop innovative leaders in the art of policy and governance;
2. advance the frontiers of applied interdisciplinary knowledge; and
3. promote local, national, and global public good.

Article II: Authorization and Purpose

This plan of organization is formulated pursuant to the Plan of Organization for Shared Governance at the University of Maryland. Should there be discrepancies between any University policy and the provisions of this plan, University policies shall take precedence.

The purpose of this plan is to establish a framework for the shared governance of the School so as to provide for the orderly and effective discharge of the School’s mission. The plan advances the School’s mission within its strong and enduring commitment to shared governance, which ensures that all members of the School community join in shaping the School and its future. Executive authority flows from the Provost through the Deans, whereas shared governance authority originates in the University Plan of Organization and flows through the Senate to the Colleges.

Article III: School Programs and Subunits

A. Composition

The School’s academic programs consist of the various Bachelor’s, Master’s, and Doctoral degrees that have been approved to be offered by the School, in addition to various approved certificate programs. The School has the following degree programs (as of the date of this Plan revision):

- a. Bachelor of Arts in Public Policy (BAPP)
- b. Master’s of Public Policy (MPP)
- c. Master’s of Public Management (MPM)

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- d. Executive Master’s of Public Management (EMPM)
- e. Master’s of Professional Studies—Public Administration (MPS-PA)
- f. Master’s of Public Administration (MPA)
- g. Master’s of Engineering and Public Policy (MEPP)
- h. Master’s of Public Policy/Master’s of Social Work (MPP/MSW)
- i. Ph.D. in Policy Studies

The research and service sub-units established within the School and subject to the School’s governance are (as of the date of this Plan revision):

- a. Center for Global Sustainability
- b. Center for Governance and Technology and Systems
- c. Center for International and Security Studies at Maryland
- d. Civic Innovation Center
- e. Do Good Institute
- f. Institute for Public Leadership

B. Administration

Each sub-unit shall be headed by a director who is appointed according to University policies. Directors shall report to the Dean or the Dean’s representative.

Article IV: Constituencies of the School

A. Faculty

For the purposes of this plan, the term Faculty shall designate those persons who hold an appointment in the School in one of the University’s faculty categories, with the exception of those holding 0 percent appointments.

B. Affiliate Members of the Faculty

Members of the University of Maryland College Park faculty who do not otherwise have an appointment in the School but are engaged with the School may be given affiliate status with the School, during the term of their engagement, for a period of up to three years, with a title appropriate to the nature of their association with the School.

Individuals from outside the University who are connected with the work of the School and with its research and service sub-units may be given affiliate status for terms of up to one year in the School.

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Nominations for affiliate status should be made in writing to the Dean, or the Dean's delegated representative. Any member of the Faculty Committee may nominate an individual for affiliate status in the School. The proposal should include a description of the nature of the association and a copy of the nominee's curriculum vitae.

The Dean will submit proposals for School affiliate status to the Faculty Committee for discussion and approval. The Dean may approve individuals for affiliate status with the School's research centers or institutes without such faculty consultation, but must notify the Faculty Committee by the time of the next scheduled meeting of that committee.

All affiliate appointments are renewable, as many times as desired, for a period of up to the term of the original appointment.

C. Students

The Students of the School shall include all undergraduate and/or graduate students who are enrolled in the School's degree or certificate programs. For purposes of this plan, students who also teach in one of the programs, or assist with teaching, are considered students, unless they have a 50 percent or greater appointment in a Faculty or Staff position.

D. Staff

For governance purposes, the Staff shall include all employees of the School who occupy positions other than those designated above as Faculty or Students. In cases where a particular individual occupies more than one role (such as a staff member who also teaches) they shall be considered a staff member if more than 50 percent of their time is spent in a position designated by the University as a staff position.

Article V. University Senate Representation

Upon being notified of a vacancy in the University Senate representation of the School, the Dean (with the advice of the committee on committees established under Article IX.B.2(a)) shall appoint a committee that includes both TTK and PTK faculty to conduct elections for University Senators. Elections shall take place during the next regularly scheduled meeting of the Faculty Committee, or may be conducted electronically. The representatives shall be elected by a simple majority; in the case of a tie, a runoff election among the tied candidates shall be held, using the same procedure as the original vote. Any representative of tenure track (TTK) faculty will be elected by a vote of the TTK faculty who are eligible to vote under University Senate guidelines, while any representative of professional track (PTK) faculty will be elected by a vote of the PTK

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faculty who are eligible to vote under University Senate guidelines. Elections for Senator will conclude by February 1 of the year in which Senators are seated. If a replacement Senator is necessary, said replacement will be elected according to the above process.

Article VI: Student Governance

The Policy Student Government Association (PSGA) of the School shall be led by an Executive Board comprised of up to fourteen officers. The process by which officers are elected and the duties to be discharged shall be defined in the constitution of the PSGA. All students currently enrolled in the School's degree and certificate programs shall be eligible to serve on the PSGA Executive Board. The PSGA shall elect up to six of its members to be members of the School Assembly, as provided for in Article VII. B. below.

The PSGA:

1. Represents the needs and interests of all registered Policy students before the administration and faculty of the School and the University;
2. Works to create and enhance a sense of community among the students, faculty, administration, and staff of the School; and
3. Establishes, supports, and maintains oversight of all School student clubs.

Article VII: Assembly

A. Composition

The Assembly of the School, herein referred to as the "Assembly," shall include faculty, staff, and student representatives.

B. Membership

All members of the Faculty and Staff (both exempt and non-exempt) who have at least a 50 percent appointment in the School over an academic year shall be members of the Assembly. In addition, the co-chairs should reach out to any Faculty and Staff who have less than a 50 percent appointment to permit them to "opt-in" as regular members of the Assembly for a given academic year. The student body shall be represented by up to six elected representatives of the Policy Student Government Association, according to their own bylaws, but must include at least two undergraduate students and two graduate students (see Article VI.B).

C. Duties and Responsibilities

As adopted by the SPP School Assembly on May 24, 2023 | Edited October 13, 2023 | Awaiting approval of Senate

The Assembly shall advise the Dean and Associate and Assistant Deans on matters pertaining to the School's governance and mission. The Assembly supports the School's strategy of shared governance and provides the Faculty, Staff, and Students with the opportunity to exercise their responsibilities to carry out the mission of the School; promote excellence; and achieve the highest standards of research, education, and impact.

The functions of the School Assembly shall include:

1. providing a regular opportunity for the Faculty, Staff, and Students to collectively express their viewpoints and concerns about the direction, policies, and practices of the School.
2. providing a regular opportunity for promoting effective communication among the Faculty, Staff, and Students within the School and around the University.
3. promoting collaborative activities that advance the mission of the School.

D. Meetings

The Assembly shall meet at least twice in each of the spring and fall semesters. One of the fall meetings must be held in the first two weeks of the fall semester in order to elect committee memberships. Special meetings of the Assembly may be called at any time by any member, provided the call is endorsed by a sufficient number to constitute a quorum of the Assembly. An agenda shall be distributed to the membership at least seven days prior to any meeting. Any proposals that may require a vote shall be presented in writing and shall be submitted to the membership together with the agenda seven days prior to the meeting.

Meetings of the Assembly shall be conducted in accordance with Robert's Rules of Order. A quorum shall be defined as 50 percent of the total membership of the Assembly for a given academic year. No vote shall be taken in the absence of a quorum. Minutes of each Assembly meeting shall be provided to all Assembly members within one week of each Assembly meeting.

The Assembly shall, at the first meeting of the fall semester, elect both a Parliamentarian and a Secretary. These individuals shall serve in these roles through the conclusion of the first fall meeting in the following year. These two positions are to be occupied by two different Assembly members, and are also to be individuals who are not co-chairs of the Assembly.

1. The Parliamentarian is responsible, in part, for determining the necessary number of members for a quorum and whether a quorum has been achieved.
2. The Secretary is responsible for keeping minutes of the Assembly, including the results of recorded votes, and providing those minutes to Assembly members and the Dean.
3. Should a vacancy occur in one of these roles, the co-chairs may appoint replacements.

E. Subcommittees

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The Assembly shall organize itself into subcommittees in order to provide advice or analyze policies or procedures that may benefit the School in achieving the mission identified in Article I. Two subcommittees are required:

1. A subcommittee on strategic priorities, the purpose of which is to serve in an advisory role concerning the development, revision, and implementation of the school's strategic plan.
2. A subcommittee on diversity, equity, inclusion and belonging (DEIB), the purpose of which is to serve as an advisory role relative to development and implementation of the DEIB strategic plan.

The Assembly shall vote, at the final meeting of the spring semester, to establish additional subcommittees that it wants to constitute for the following academic year. Members of each subcommittee shall be elected by the Assembly during the first meeting of the Assembly of the academic year. All Faculty, Staff, and Students of the School are eligible to stand for election to a subcommittee, or accept to stand for election upon nomination by another person. In the event that a given subcommittee is not ratified by a majority of the Assembly, the co-chairs must establish a new set of subcommittee members, who will then be again presented to the Assembly for ratification.

A majority of subcommittee members is considered a quorum for voting purposes. Each subcommittee of the Assembly:

1. shall elect its own chair from among its members.
2. may include a member of the School's senior staff, as an ex-officio member.
3. shall report, at least twice a year, to the Assembly on its activities. These reports shall be in writing, but may also be discussed, as necessary, at Assembly meetings. shall make recommendations, as necessary, to be adopted or rejected by vote of the Assembly for delivery to the Dean, Associate Dean, or Assistant Dean. Said official must respond to the recommendations made by the Assembly with a plan for adoption, rejection, or feedback for further review by the next Assembly meeting.

Article VIII: Administration

A. The Dean

1. Appointment and Terms

The Dean is the chief executive officer of the School. The Dean shall be appointed and reviewed in accordance with University policy.

2. Duties and Responsibilities

The Dean shall be responsible for:

- a. Exercising their authority consistent with the powers and responsibilities delegated to them by the Senior Vice-President and Provost, and consistent with the role of a Dean and also the responsibilities of a Department Chair outlined in the University of Maryland resource on “Chair Roles, Responsibilities, and Authorities.” As noted in that document, the Dean may delegate specific responsibilities to others in the School, but remains accountable for their execution.
- b. Formulating and presenting policies relating to matters of the shared governance of the School to the School Assembly for its consideration, and formulating and presenting policies related to the educational and research missions of the School to the Faculty Committee for its consideration. This shall not be interpreted to abridge the right of either the Faculty Committee or the School Assembly to propose their own policies or policy changes.
- c. Administering the educational policy and programs of the School and regularly reporting to the Assembly on key indicators associated with School strategic priorities and success.
- d. In consultation with the School Assembly and the Associate and Assistant Deans, preparing and managing a budget for funds within the School, as well as preparing and implementing the School’s Strategic Plan.
- e. In consultation with individual faculty members, assigning teaching duties to those members. In doing so, the Dean shall provide for teaching assignments, as required by the program, consistent with the expertise and scholarly focus of each faculty member and with the University’s and the School’s workload policies, as approved by the Senate.
- f. Following all hiring guidelines as established by the University, University Human Resources, and University Faculty Affairs.
- g. In consultation with the appropriate faculty members and committees, recommending the appointment, reappointment, non-reappointment, or promotion of Faculty and Staff. The Dean shall be responsible for informing the School’s APT Committee in a timely fashion of all upcoming candidacies of TTK faculty for appointment, promotion, and tenure. Similarly, the Dean is responsible for informing the School’s AEP Committee of any PTK faculty requesting or recommended for promotion. Staff appointment, reappointment and promotion are governed by the appropriate University policies and procedures.
- h. Serving as the conduit of communication for all official business of the School with the University administration, faculty, staff, students, alumni/ae, and the public. In particular, the Dean shall be responsible for informing the School Assembly, including the Faculty Advisory Council, in writing of the yearly proposed and approved budgets of the School and of the allocation of budgetary resources.
- i. Consulting with the Faculty Committee on all matters relevant to the Committee’s duties and responsibilities and reporting to the Faculty

Committee as to the action on any of its recommendations or the recommendations from other committees.

- j. Consulting with the School Assembly on all matters relevant to the Assembly's duties and responsibilities and reporting to the Assembly as to the action on any of its recommendations or the recommendations.
- k. Representing the School to the University community, professional and scholarly organizations, and the public at large.
- l. With the support of relevant members of the school community, fundraising and revenue generation to ensure an appropriate fiscal base for the School's mission critical activities.
- m. Maintaining appropriate supervision of the use of buildings, equipment, and spaces assigned to the School.
- n. Reviewing annual reports prepared by faculty in response to University faculty reporting requirements.
- o. At their discretion, and with the advice of the Faculty Committee or the School Assembly, as appropriate, appointing any standing or ad-hoc administrative committees, in addition to those established and referenced by this Plan, as may be necessary. Such appointments shall be made in writing and shall specify the duties, chair, size, and composition of each.
- p. Establishing and applying resources necessary for the enactment and maintenance of the School's Plan of Organization as articulated herein.
- q. Delegating to each Associate or Assistant Dean any or all of the above responsibilities regarding such matters that properly pertain to the direction, administration, and management of their respective duties.

B. Associate and Assistant Deans

1. Appointment and Terms

The Associate and Assistant Deans shall be appointed by the Dean in accordance with applicable University policy. Searches for appointments to these administrative positions will be guided by University procedures. The Dean will inform the Assembly of the progress of such searches in a timely fashion.

2. Duties and Responsibilities

The Associate and Assistant Deans will be responsible for all tasks delegated by the Dean.

3. Periodic Reviews

All Associate and Assistant Deans shall receive periodic performance reviews as specified by University policy. Such reviews may include input from the faculty, staff, and students in the School.

Article IX: Administrative Committees

Without prejudice to the Dean's authority in regard to the constitution of committees as specified in Article VIII.A.2(o), the following shall be standing administrative committees of the School.

A. Assembly Executive Committee

1. Membership and Terms

The Assembly Executive Committee shall be comprised of three members of the Faculty, three members of the Staff, and three students.

- a. The Faculty representatives shall be elected either by Faculty who are members of the Assembly and are present at the last Assembly meeting of the academic year, or through a separate online election, at which all Faculty who are members of the Assembly are eligible to serve and to vote. It must include at least one TTK faculty member and at least one PTK faculty member.
- b. The staff representatives shall be elected either by Staff who are present at the last Assembly meeting of the academic year, or through a separate online election, at which all staff are eligible to serve and to vote.
- c. The students will be selected by the Policy Student Government Association (PSGA), and must include at least one undergraduate and one graduate student.
- d. By September 25th, the Executive Committee shall elect co-chairs of the Assembly (one faculty member and one staff member) from among its membership. One student may be elected from its membership as co-chair unless the student members choose not to elect one. The faculty co-chair shall serve as the chair of the Faculty Advisory Council.
- e. Faculty and Staff representatives shall serve two-year terms. Two staff representatives shall be elected in even-numbered years, and one in odd-numbered years. Two faculty representatives shall be elected in odd-numbered years, and one in even-numbered years. Student representatives shall serve one-year terms.
- f. In the event that a vacancy occurs in the membership of the Assembly Executive Committee, a replacement shall be made through the same process as that identified above.

2. Duties and Responsibilities

The Assembly Executive Committee shall serve as the Faculty Advisory Council, and be responsible for:

- a. Ensuring that Assembly meetings are held, and assisting the co-chairs in setting the agenda of the Assembly.

- b. Serving as the conduit of information between the faculty, staff, students, and the Dean.
- c. Providing input to the Dean on matters including, but not limited to, administrative staffing, facilities use and planning, and the Academic Program's proposed annual budget. The Dean shall provide to the Assembly Executive Committee a report of the School's expenditures of the prior fiscal year.
- d. Serving as a nominating committee (a Committee on Committees for university purposes). The nominating committee must meet once per year with the Dean for the purpose of developing a slate of candidates for any faculty committees that relate to governance of the School. This will include, at a minimum, the Programs, Curricula, and Courses (PCC) Committee and the Appointment, Evaluation, and Promotion (AEP) Committee.
- e. Reporting on its activities at least once a year to the Assembly.

B. Faculty Committee

1. Membership and Terms

The Faculty Committee shall consist of all Assistant, Associate, and (full) Professors, Assistant, Associate, and Clinical Professors; Assistant, Associate, and Research Professors; Professors of the Practice; Assistant, Associate, and Research Scholars; and Lecturers, Senior Lecturers, and Principal Lecturers with academic year appointments of 50 percent or more in the School of Public Policy. The Dean may invite other members of the community, including Emeriti Faculty, College Park Professors, and senior administrators to participate in meetings of the Faculty Committee as ex officio members. The Dean will chair the Faculty Committee. Meetings of the Faculty Committee shall occur a minimum of two times per semester.

2. Duties and Responsibilities

The Faculty Committee shall be responsible for recommending educational policy. It shall recommend students for the award of degrees. It may advise the Dean and/or Associate or Assistant Deans on any matters pertaining to the School mission and programs. In particular, the Faculty Committee shall be responsible for:

- a. Serving as the conduit of information between the Dean and the faculty.
- b. Advising the Dean concerning the curriculum of the various academic programs of the school. This advice shall be provided in coordination with the Programs, Curriculum and Courses (PCC) Committee, as described below. In addition, however, the Dean shall ensure that responsible administrators brief the Faculty Committee, on an annual basis, concerning progress in meeting the learning objectives and the status of assessment processes for each credentialed academic program.

- c. Electing members of the Faculty Merit Review Subcommittee, to perform the functions described in Article IX.G.
 - d. Consistent with the procedures outlined in Article IV.B, approving, as necessary, affiliate members of the faculty.
 - e. Hiring and appointment of new faculty members: SPP shall follow all UMD hiring policies. In addition, the Faculty Committee commits to regular review of best practices regarding notification and consultation for different types of faculty hires.
 - f. Making recommendations on admissions of graduate students to the School's academic programs. The Faculty Committee may establish subcommittees, made up of individuals who teach in these programs, to facilitate this function.
 - g. Supporting the recruitment of students to any of the School's academic programs.
3. The Dean shall solicit input from members of the Faculty Committee regarding agenda items for meetings of the Faculty Committee. The Dean must put any item on the agenda if that item has been requested by five (5) or more members of the Faculty Committee. The agenda is to be provided to the Faculty Committee at least one week prior to the meeting.
 4. Minutes of meetings of the Faculty Committee will be provided to all members of the Faculty Committee within one week of each faculty meeting. The Dean, as chair of the Faculty Committee, is responsible for ensuring compliance with this requirement.
 5. A quorum of 50 percent or more of the total membership of the Faculty Committee will be necessary in order to conduct business and conduct votes. The Faculty Committee shall enact policies specifying the circumstances under which its advice to the Dean needs to be by means of a recorded vote.
 6. The Faculty Committee may, by majority vote, establish subcommittees to facilitate any of the above functions. Subcommittees of the Faculty Committee shall routinely report to the Faculty Committee on their activities.
 7. The faculty representatives to the University Senate shall routinely report to the Faculty Committee on Senate deliberations and actions germane to the Faculty Committee.

C. Staff Committee

1. Membership and Terms

Membership is open to all exempt and non-exempt staff in the School of Public Policy. The Staff Committee shall meet no less than twice per academic year in order to advance the mission of the School; to serve as representatives of various units in the School to ensure that administrative departments and areas work effectively and efficiently together to further the overall mission of the School. The Staff Committee

shall elect two co-chairs from amongst its membership. Such an election will occur by September 1 of each year and may take place electronically.

2. Duties and Responsibilities

The Staff Committee shall be responsible for recommending School policy and procedures pertinent to our mission, academic and co-curricular programs, and operations. As integral members of the School, staff advise the Dean and School Leadership on matters pertaining to the School mission and programs via the Staff Committee. Serving as an important conduit of information between the Dean/Associate/Assistant Deans and the staff, the Staff Committee shall make recommendations on governance and policy, to include any issue important to our School and to advocate for the staff. As such, the Staff Committee's central responsibilities include, but are not limited to the following:

The Staff Committee will contribute to Policy Decisions by:

- a. Actively soliciting information and feedback from staff on pending decisions related to administrative and/or academic policies and procedures.
- b. Identifying and addressing common issues directly affecting staff, and advocate for solutions to those challenges.
- c. Advocating on behalf of staff toward a continuously improving climate and make recommendations that improve the atmosphere and functioning of the School.

The Staff Committee will contribute to matters of Governance by:

- a. Recommending staff representatives on search committees for the selection of a new Dean.
- b. Recommending staff representatives on search committees for the selection of School leadership, faculty, and staff.
- c. Creating staff sub-committees as needed to inform policy and governance at the School.

D. Programs, Curricula & Courses Committee (PCC Committee)

1. Membership

The PCC shall consist of at least five faculty members elected from the Membership of the Faculty Committee from the slate of candidates recommended by the Committee on Committees established in Article IX.A.2(d). The membership of the PCC shall include faculty who teach in a broad range of the School's academic programs, and shall include both TTK and PTK faculty. Any Associate Dean with authority over educational programs shall be an ex-officio member of the PCC. The PCC shall elect a chair and a secretary from among its elected members. In order

to promote continuity, the PCC members shall serve two year terms, with three such members elected in even-numbered years and two in odd-numbered years.

2. Duties and Responsibilities

The PCC shall be responsible for:

- a. Advising the Dean on the long-range educational goals and policies of the School.
- b. Periodically reviewing the educational programs and curricula and recommending measures to the Dean, Associate Deans, and the Faculty Committee to ensure the most effective use of resources and an appropriate level of coordination among the various programs and areas.
- c. Recommending to the Dean, Associate Deans, and the Faculty Committee any changes in courses and curricula that are either generated by the PCC itself, or considered by the PCC in response to proposals that may be submitted by the Faculty, Faculty committees, Staff, Assembly, or the Policy Student Government Association. The PCC is required to obtain input from the faculty who teach in a credentialed academic program, students in the program, and staff with relevant administrative responsibilities over those programs, prior to recommending any changes to the curriculum in that program.
- d. Keeping minutes of PCC meetings and disseminating these minutes to members of the PCC, the Faculty Committee, and the Assembly within one week after each PCC meeting.
- e. The PCC shall be responsible for advising program committees about university regulations for the review, revision, and creation of programs, tracks, specializations, certificates, and courses. The PCC shall review all recommendations regarding programs, tracks, specializations, or certificates before the information is presented to the Faculty Committee for approval. PCC approval is required: 1) before new courses can be offered; 2) when courses are to be removed from the course inventory; 3) when Special Topics courses are recommended for conversion to permanent numbers; and 4) for all substantial changes in the characteristics of an existing course. This approval must take place before the recommendations are submitted to the Vice President's Advisory Committee (VPAC). Substantial changes are defined as changes in title, catalog description, prerequisites, credit level, course number, or learning outcomes.
- f. The PCC shall establish, as subcommittees of the PCC, assessment committees for each of the School's academic programs. These subcommittees will include at least one member of the PCC, but otherwise may be populated by any faculty to teach in the program being assessed. Each year the PCC will consider assessment reports delivered from the Faculty chair of each assessment committee in order to inform review and revision of programs of study.

E. Appointment, Promotion, and Tenure (APT) Committee

1. Membership

- a. The membership of the APT Committee consists of all tenured faculty in the School, excluding the Dean. The Dean may attend APT Committee meetings as an observer but has no voice in the proceedings.
- b. When considering an individual for appointment or promotion to the rank of Associate Professor or Professor, the APT committee shall consist of only those members of the larger APT committee who hold the rank under consideration, or higher.
- c. The Committee shall elect an APT chair, chosen from among the Committee's membership. The chair's term will be for two years. The chair must hold the rank of Professor, and shall be responsible for conducting the college APT review meetings, recording the transactions at the review meetings, preparing the APT committee report and the promotion dossiers for all candidates for appointment at, or promotion to, the rank of Associate Professor or Professor, and serving as spokesperson at higher levels of review. The Dean, or designee, is responsible for ensuring that such election takes place. The election of the following year's APT chair will be conducted at the last meeting of the APT Committee in an academic year.

2. Duties and Responsibilities

The deliberations of the APT Committee shall be conducted in strict compliance with all applicable University policies, specifically including the University's APT Guidelines. The deliberations shall be confidential. The Committee shall be responsible for:

- a. Reviewing candidates' dossiers and making recommendations on the basis of those reviews. The APT Chair will appoint advisory subcommittees, comprised of a minimum of two APT committee members including a subcommittee chair, to review candidates' records, prepare the dossiers, and report on the candidates to the APT committee. for consideration by the full committee. The APT chair also will designate one of these subcommittee members as chair. Subcommittees may seek information and/or input from Professors of the Practice or other professional track faculty members within the School and faculty from units outside the School, when appropriate, to assess the performance of a candidate whose expertise is deemed under-represented on the School's tenure-track faculty. Tenured faculty members from other University units may also serve on APT subcommittees as long as they have the rank appropriate for consideration of the rank in consideration. External members that are members of the subcommittee may be present when the School's full APT Committee considers the case and may have a voice but not a vote.
- b. Making independent recommendations to the University, consistent with University policy, on all cases of tenure-track faculty appointment, promotion,

non-promotion, and award of tenure. Such evaluations will be made by vote of the School's APT Committee. To conduct business and to take votes, the APT Committee must have a quorum of its members present. For the purposes of APT Committee discussion and action, a quorum is defined as one faculty more than half of all tenured faculty members in the School holding the rank and above for the rank under consideration, not including those faculty members on leave or on sabbatical. Thus only those candidates with positive votes at or exceeding the quorum will be recommended to the University for appointment, promotion, and award of tenure. Proxy voting is not permitted. Votes will be conducted by secret ballot. When necessary and approved by the majority of the members present, electronic ballots may be used, which must be confidential.

3. Meetings

Written notice of APT Committee meetings and copies of the candidate's dossier shall be distributed to the membership at least one week in advance of the meeting at which a vote on that candidate is to be held, unless the majority of the APT Committee agrees to waive such notice.

- a. Meetings of the School's APT Committee shall be chaired by the Chair of the School APT Committee.

4. APT Actions

- a. The criteria for promotion and tenure and pre-tenure reviews of Assistant Professors in the School are to be adopted by a full vote of the APT Committee, to include all Associate and Full Professors. Tenure-track Assistant Professors shall have the opportunity to provide comment on any changes that are proposed to the APT criteria.
- b. Criteria for promotion and tenure and pre-tenure reviews of Assistant Professors should be made available to any tenure-track Assistant or Associate Professor upon their appointment. It should also be publicly available at all points in the promotion and tenure process.
- c. All information in the promotion and tenure process, including the content of dossiers and the deliberation of APT proceedings, is to be kept confidential and must not be discussed outside of the committee.
- d. The Dean shall provide an independent assessment separately; the recommendation of the Dean shall be considered together with all other relevant materials by any reviewing committee at a higher level.
- e. Requests for information from higher level review units shall be transmitted to both the advisory subcommittee and the Dean.
- f. Upon completion of the first-level review, the Dean shall, within two weeks of the date of the decision, inform the candidate whether the recommendations made by the APT Committee and the Dean were positive or negative (including specific

information on the number of faculty who voted for tenure and/or promotion, the number who voted against, and the number of abstentions), and prepare for the candidate a letter summarizing in general terms the nature of the considerations on which those decisions were based.

- g. For candidates being appointed at the Associate or Full Professor level, the same procedures are in effect, as outlined above, as for an internal promotion case. The Dean shall report decisions regarding tenure and promotion to the APT Committee.

F. Appointment, Evaluation, and Promotion of Professional Track Faculty (AEP Committee)

1. The AEP Committee consists of three (3) faculty, elected by the Faculty Committee, and shall include at least two PTK faculty members, each of whom must be members of the Faculty Committee. A TTK faculty member may serve on one of the three AEP committee slots, but an AEP committee can also be composed of three PTK faculty.
2. The AEP Committee will elect a chair from among its elected members.
3. Members of the AEP Committee shall serve two-year terms. Each member of the committee shall be a full voting member.
4. Requests for promotion may come from either the faculty member desiring to be promoted, that individual's supervisor, or the Dean. The procedures for consideration of requests for promotion are outlined in the School's approved "AEP Policies and Procedures for Professional Track Faculty" (hereinafter referred to as "AEP Policy"). This policy outlines the process for review of the request for promotion, communication requirements, and appeal procedures, as necessary.

G. Faculty Merit Review Committee

1. The Faculty Merit Review Committee (FMRC) evaluates the performance of faculty in teaching, research, and service, and makes recommendations to the Dean on faculty members' performance and, when available, the allocation of the faculty merit salary pool.
2. The FMRC consists of four members including 2 TTK and 2 PTK representatives each elected by their respective constituency, through a secret ballot, to serve terms of one year. If the Dean believes that any group has been systematically underrepresented, they may appoint a member of that group as an additional member of the FMRC.
3. The FMRC review is conducted during the spring semester. The elements of the review are as follows:

- a. The Faculty Committee elects FMRC members by secret ballot during the first faculty meeting of the year when other committees are elected. Faculty who served on the FMRC in the previous two years are not eligible to serve, except when there are fewer than three eligible faculty members. Tie votes are resolved by random draw among those who have not served in the last five years. In the event that a member of the committee has a personal or professional relationship that creates a conflict of interest on the faculty, that person will also be evaluated separately by the Dean and their designee.
4. All faculty members must complete activity reports by the required date established by the University. The activity reports should include a description of the faculty member's contributions to scholarship, teaching, service to the School, administrative duties, and public service. Faculty who do not complete an activity report will not be eligible for merit awards in that fiscal year. In general, the FMRC should examine the performance of faculty members over the previous three years. Faculty may choose to submit additional documentation to be considered by the FMRC.
5. Upon completion of the faculty activity reporting as determined by the University, the Dean or an individual delegated by the Dean shall provide the FMRC with a list of eligible faculty and copies of their faculty activity reports. All faculty members who were hired prior to the current academic year are eligible for review.
6. FMRC will elect one of its members to serve as chair. FMRC examines the activity reports, on the basis of each faculty member's contributions to scholarship, teaching, service to the School, and public service. The assessment will examine the degree to which these contributions fit with the School's standards for promotion and tenure, as outlined in the School's APT and/or AEP policies and the individual's contract and delegated responsibilities in line with the School's Merit Evaluation Policy. The School will establish a Workload Policy for faculty, and the merit review committee will be provided with the workload percentages for each faculty member reviewed and use it as a guide in reviewing each faculty activity report. The Dean and a designee of the Dean will separately assess the performance of the members of the FMRC. The FMRC prepares a written evaluation of each faculty member. The evaluations are submitted to the Dean by April 1, unless the Dean grants an extension.
7. Each faculty member shall be given the review committee's (or, in the case of members of the FMRC, the Dean's) evaluation report and is permitted to provide a written response to the evaluation report within 14 days of receipt of said report.
8. The FMRC's role is advisory to the Dean. The Dean makes the final decisions on merit salary awards, based on the FMRC's evaluations. The Dean reports to the committee the final merit awards.
9. Any faculty member who is dissatisfied with the merit salary increase should file a written appeal with the Dean. The Dean will consider the issues raised in the appeal, meet with the faculty member to discuss the issues, and inform the faculty member of the decision on the salary increase. If a faculty member remains dissatisfied, the faculty member may initiate a grievance according to the University of Maryland Policies and Procedures Governing Faculty Grievances.

Article X: Post-Tenure Review

1. In accordance with the policy of the University System of Maryland (19.0 II-1.19) and the policy of the University of Maryland College Park (II-1.20(A)), the School will conduct a regular, comprehensive review of tenured faculty. These reviews shall:
 - a. Occur on a regular basis, not less than once every five years. A review may be delayed if a faculty member is on leave (sabbatical, leave without pay, etc.), administrative assignment, or by other factors for an equivalent time period as the factor.
 - b. Be a major formative process for future faculty development and rewards, enhancing the learning environment of students, and improving the School's programs.
2. Reviews conducted as part of an assessment for appointment and promotion will be considered a comprehensive review, for the purposes of this policy.
3. The APT Committee, in consultation with the Dean, shall determine and define the criteria for satisfactory and unsatisfactory performance. This criteria shall be made available to all TTK faculty.
4. Reviews will be scheduled, starting with the faculty who have served the longest in rank since the previous comprehensive review. The School shall endeavor to allocate the comprehensive reviews of tenured faculty so that approximately the same number of tenured faculty are reviewed each year. Faculty members shall be informed by the Dean, by September 1, of the schedule of the faculty members who will undergo post-tenure comprehensive reviews in each year.
5. By January 1 of the academic year in which a faculty member is scheduled to undergo a post-tenure comprehensive review, the faculty member will:
 - a. Prepare a brief summary of the faculty member's contributions in teaching, research, and public service since the last review.
 - b. Submit copies of assessments of the impact of the faculty member's work, including citation counts and other measures of scholarly accomplishment.
6. Each year, the Appointment, Promotion and Tenure Committee shall elect, from its members, a Post-Tenure Review Committee of three (3) tenured full professors. None of the members of the committee shall be faculty members scheduled for review in the current year. The Committee is responsible for preparing a written appraisal of the faculty member's report as described in Article X.4.
7. The faculty member shall be provided with the review committee's appraisal and is allowed to submit a written response within 14 calendar days of the faculty member's receipt of the appraisal.
8. The review portfolio, consisting of the items in Article X.5, the review committee's appraisal, and the faculty member's response (if applicable) must be submitted to the Dean by March 31.

9. The Dean and faculty member shall meet to discuss the review and create a written development plan and timetable designed to support and improve the faculty member's performance.
10. Two consecutive periodic reviews that find a faculty member is materially deficient in meeting expectations shall necessitate an immediate comprehensive review.
11. The annual reviews conducted by the School as part of the annual merit assessment (See Article IX.G) shall be used as part of the comprehensive review.

Article XI: General

A. Rules

Unless otherwise specified, Roberts Rules of Order Newly Revised will set the procedures for the conduct of business during the meetings of the School's committees.

B. Review

The School's Plan of Organization shall be reviewed at least every ten years by a committee appointed by the School Assembly, using the procedure outlined in Article VII.E. This committee shall be comprised of representatives of the Faculty, Staff, and Students. The Assembly may also appoint a committee to review and propose changes to the Plan in the period in between these comprehensive reviews.

**SCHOOL OF PUBLIC POLICY
UNIVERSITY OF MARYLAND**

PLAN OF ORGANIZATION

(Approved by the Faculty on April 24, 2013)

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20 **Article I: Name and Mission**
21

22 The name of the unit shall be the “School of Public Policy” of the University of Maryland at
23 College Park, hereinafter referred to as the “School.”
24

25 The School exists to improve the design and implementation of public policies by:
26

- 27 a. Attracting highly capable people to careers in public service within the public, non-profit,
28 and private sectors;
- 29
- 30 b. Providing current and future participants in the policymaking process with the knowledge
31 and skills to analyze and implement public policies through use of multi-disciplinary
32 tools, scholarly findings, and the insights of the best practitioners; and
33
- 34 c. Conducting and disseminating broadly to policymakers, other policy analysts, and

1 interested citizens, useful analyses of current public policy issues and processes.

- 2
3 d. Creating knowledge relevant to important policy problems, and ensuring that this
4 knowledge has impact.
5
6

7 **Article II: Authorization and Purpose**
8
9

10 This plan of organization is formulated pursuant to Article II of the Plan of Organization for the
11 University of Maryland at College Park as approved by the Senate on April 1, 1993. It is
12 deemed to be in compliance with all applicable University and Campus policies and regulations.
13 However, should there be discrepancies between these and the provisions of this plan, University
14 and Campus statutes shall take precedence.
15

16 The purpose of this plan is to establish a framework for shared governance of the School so as to
17 provide for the orderly and effective discharge of the School's mission. The plan advances the
18 School's mission within its strong and enduring commitment to shared governance, which
19 ensures that all members of the School community join in shaping the School and its future.
20
21

22 **Article III: Academic Programs**
23

24 **A. Composition**
25

- 26 1. The School has the following degree programs:
27 a. Master's of Public Policy (MPP)
28 b. Master's of Public Management (MPM)
29 c. Executive Master's of Public Management (EMPM)
30 d. Master's of Professional Studies – Public Administration (MPPA)
31 e. Dual MPP/MBA (with the Smith School of Business)
32 f. Dual MPP/JD (with the University of Maryland School of Law)
33 g. Dual MPP/CONS (with the College of Computer, Mathematical, and
34 Natural Sciences)
35 h. Master's of Engineering and Public Policy (MEPP)
36 i. Ph.D. in Policy Studies
37
38 2. The following research and service sub-units are established within the School
39 and are subject to the School's governance, within university procedures:
40

- a. Center for Integrative Environmental Research
- b. Center for International and Security Studies at Maryland
- c. Center for Philanthropy and Nonprofit Leadership
- d. Center for International Policy Exchanges
- e. Center for Public Policy & Private Enterprise
- f. Institute for Philosophy and Public Policy

B. Plan of Organization

Each sub-unit shall develop and adopt a Plan of Organization. Upon approval by Faculty, these plans shall become an integral part of the Plan of Organization of the School.

C. Administration

Each sub-unit shall be headed by a faculty member, who serves as director and who is appointed according to University and campus policies. Directors shall report to the Dean or the Dean’s representative.

Article IV: Assembly

A. Composition

The Assembly of the School, herein referred to as the “Assembly,” shall include faculty, staff, and students.

B. Membership

All members of the Faculty and of the Staff, both exempt and nonexempt, shall be members of the Assembly. The student body shall be represented by the elected representatives of the Policy Student Government Association (see Article VI(b)). A member of the Faculty or of the Staff shall be elected during the spring semester each year to chair the Assembly for the following academic year.

C. Duties and Responsibilities

The Assembly shall advise the Dean, Directors, and Faculty on matters pertaining to the School’s governance and mission, which can be brought before it by any member or

1 group of members of the Assembly.
2

3 **D. Meetings**
4

5 The Assembly shall meet at least twice a year, once during the fall and once during the
6 spring semesters. Special meetings of the Assembly may be called at any time by any
7 member, provided the call is endorsed in writing by two-thirds of the membership. A
8 written agenda shall be distributed to the membership at least one week prior to any
9 meeting. Any proposals that may require a vote shall be presented in writing and shall be
10 submitted to the membership in advance, together with the agenda. Meetings of the
11 Assembly shall be conducted in accordance with Robert's Rules of Order. A majority of
12 the membership shall constitute a quorum. No vote shall be taken in the absence of a
13 quorum.
14

15 **E. Functions**
16

17 The School Assembly supports the School's strategy of shared governance and provides
18 the Faculty, Staff, and students with the opportunity to exercise their responsibilities to
19 carry out the mission of the School; promote excellence; and achieve the highest
20 standards of research, education, and impact.
21

22 The functions of the School Assembly shall include:
23

- 24 a. A regular opportunity for the Faculty, Staff, and students to collectively express their
25 viewpoints and concerns.
26
27 b. A regular opportunity for promoting effective communication among all the Faculty,
28 Staff, and students, within the School and around the University.
29
30 c. Promotion of collaborative activities that advance the mission of the School.
31
32 d. To encourage the effective pursuit of policies that advance the School.
33
34

35 **Article V: Faculty**
36

37 **A. Membership**
38

39 For the purposes of this plan, the term Faculty shall designate those persons who hold at
40 least a 50 percent appointment in one of the University's faculty categories:

- 1 • Adjunct Assistant, Associate, and (full) Professors
- 2 • Assistant Professor, Associate Professor, and Professor
- 3 • College Park Professor
- 4 • Emeriti Faculty
- 5 • Lecturer and Senior Lecturer
- 6 • Research Faculty
- 7 • Professor of the Practice
- 8 • Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor

9 **B. Senate Representation**

10
11 Upon being notified of a vacancy in Senate representation of the School, the Dean shall
12 solicit nominations from the Faculty by means of a written memorandum. Faculty must
13 submit nominations in writing to the Dean no later than fifteen days from the date of the
14 Dean’s memorandum. Faculty shall be responsible to ascertain from any nominees, prior
15 to submitting their names, whether they are willing to serve if elected. Elections shall
16 take place during the next regularly scheduled faculty meeting. The representative shall
17 be elected by a simple majority; in the event of a tie, a runoff election among the tied
18 candidates shall be held, using the same procedure as the original vote.
19
20

21 **C. Affiliate members**

- 22
- 23 1. Members of the University of Maryland College Park faculty who do not otherwise
- 24 have an appointment in the School but are engaged with the School may be given
- 25 affiliate status with the School, during the term of their engagement, up to three years,
- 26 with a title appropriate to the nature of their association with the School.
27
- 28 2. Individuals from outside the university who are connected with the work of the
- 29 School and with its research centers may be given an appointment for up to a year in
- 30 the School, of either nonresident fellow or nonresident senior fellow, depending on
- 31 their level of professional accomplishment.
32
- 33 3. Proposals for affiliate, nonresident fellow, or nonresident senior fellow status should
- 34 be made in writing to the Dean. The proposal should include a description of the
- 35 nature of the association and a copy of the curriculum vitae of the individual.
36
- 37 4. The Dean will submit proposals for affiliate status to the faculty for discussion and
- 38 approval.
39

1 5. All appointments as affiliate, nonresident fellow, and nonresident senior fellow are
2 renewable, for a period of up to the term of the original appointment.
3
4
5

6 **Article VI: Students** 7

8 **A. Membership** 9

10 The Students of the School shall include all students who are enrolled in the School's
11 academic programs.
12

13 **B. Governance** 14

15 The Policy Student Government Association (PSGA) of the School shall consist of up to
16 eight elected representatives and the president of any other student organizations of the
17 School duly recognized by the PSGA and the Dean. The elected representatives shall
18 consist of six representatives, elected by the Students of the School in April to one-year
19 terms from among all students enrolled at that time, and two representatives elected in
20 October to six-month terms from students who matriculated into their programs since the
21 previous spring semester. All representatives, whether elected or ex officio, shall have
22 full voting rights. The PSGA shall elect a president and vice president from among its
23 representatives.
24
25

26 **C. Meetings** 27

28 The PSGA shall meet at least twice during the academic year, once in the fall semester
29 and once in the spring semester.
30

31 **D. Purpose** 32

33 The PSGA shall organize social activities and represent the interests of the Students to
34 the Faculty, Staff, and Administration of the School. To accomplish this purpose, the
35 PSGA shall foster community among the Students, organize activities and organizations
36 of interest to the students, and represent the interests of Students with the Dean, the
37 Faculty, and the Staff. In pursuit of this purpose, the PSGA or its officers shall:

38 a. Organize periodic social gatherings and community service projects.
39
40

1 b. Help establish and support other student organizations focused on specific needs and
2 interests.

3
4 c. Meet at least once a semester with the Dean to discuss topics of interest to Students.
5

6 d. Organize at least once a semester an opportunity for all Students to ask questions and
7 raise concerns with the Dean.
8

9
10
11 **Article VII: Staff**
12

13 **A. Membership**
14

15 The Staff shall include all employees of the School other than those with primarily
16 faculty or student appointments.
17

18
19
20 **Article VIII: Administration**
21

22 **A. The Dean**
23

24 1. Appointment and Terms
25

26 The Dean is the chief executive officer of the School. The Dean shall be
27 appointed and reviewed in accordance with University and Campus policy.
28

29 2. Duties and Responsibilities
30

31 The Dean shall be responsible for:
32

33 a. Exercising his/her authority consistently with the powers and
34 responsibilities delegated to him/her by the Vice-President for Academic
35 Affairs and Provost.
36

37 b. Formulating and presenting policies to the Faculty for its consideration.
38 This shall not be interpreted to abridge the right of any faculty member or
39 of the Faculty as a whole to present any matter to the Faculty.
40

- 1 c. Administering the educational policy and programs of the School.
2
3 d. In consultation with the Faculty Committee and the Directors, preparing
4 and managing a budget for funds within the School, as well as preparing
5 and implementing the School's Strategic Plan.
6
7 e. In consultation with individual faculty members, assigning teaching duties
8 to those members. In so doing, the Dean shall provide for teaching
9 assignments, as required by the program, consistent with the expertise and
10 scholarly focus of each faculty member and with the Campus workload
11 policy as approved by the Senate.
12
13 f. In consultation with the appropriate faculty members and Committees,
14 recommending the appointment, reappointment, non-reappointment, or
15 promotion of faculty and staff. The Dean shall be responsible for
16 informing the School's APT Committee in a timely fashion of all
17 upcoming candidacies for appointment, promotion, and tenure.
18
19 g. Serving as the conduit of communication for all official business of the
20 School with the Campus administration, the Faculty, the Staff, students,
21 alumni/ae, and the public. In particular, the Dean shall be responsible for
22 informing the Faculty in writing of the yearly proposed and approved
23 budgets of the School and of the detailed allocation of budgetary
24 resources.
25
26 h. Consulting with the Faculty Committee (see Article IX) on all matters
27 relevant to the Committee's duties and responsibilities and reporting to the
28 Faculty Committee as to the action on any of its recommendations or the
29 recommendations from other committees.
30
31 i. Representing the School to the Campus and University communities,
32 professional and scholarly organizations, and the public at large.
33
34 j. Maintaining appropriate supervision of the use of buildings, equipment,
35 and spaces assigned to the School.
36
37 k. At his or her discretion, appointing any standing or ad-hoc administrative
38 committees as may be necessary. Such appointments shall be made in
39 writing and shall specify the duties, chair, size, and composition of each.
40
41 l. Delegating to each Director any or all the above responsibilities regarding
42 such matters that properly pertain to the direction, administration, and
43 management of his/her respective Programs, provided such matters do not

1 fall within the purview of other School Programs.
2

3 **B. Associate and Assistant Deans**
4

5 1. Appointment and Terms
6

7 The Associate and Assistant Deans shall be appointed by the Dean for fixed terms
8 in accordance with applicable University and Campus Policy.
9

10 2. Duties and Responsibilities
11

12 One Associate Dean will be designated the School's Executive Dean and will
13 report to the Dean and be responsible for all tasks delegated to him/her by the
14 Dean. The other Associate and Assistant Deans will report to the Dean, and will
15 be responsible for all tasks delegated by the Dean.
16

17 **C. Program Directors**
18

19 1. Appointment and Terms
20

21 The Program Directors shall be appointed by the Dean to fixed terms in
22 accordance with applicable University and Campus Policy.
23

24 2. Duties and Responsibilities
25

26 The Program Directors report to the Dean and shall be responsible for all tasks
27 delegated to them by the Dean.
28
29
30

31 **Article IX: Administrative Committees**
32

33 Without prejudice to the Dean's authority in regard to the constitution of committees as specified
34 in Article VIII.A.2.k, the following shall be standing administrative faculty committees of the
35 School.
36
37

38 **A. Faculty Committee**
39

40 1. Membership and Terms

1
2 The Faculty Committee shall consist of all Assistant Professors, Associate
3 Professors, Professors, Professors of the Practice, Clinical Professors of all ranks,
4 and such other members of the Faculty, as defined in Article V.A., with academic
5 year appointments of 50 percent or more, which the Dean, with the concurrence
6 of the Faculty Committee, deems to be sufficiently knowledgeable about the
7 School to warrant appointment to the Faculty Committee. The Dean or the
8 Dean’s representative shall serve as Chair.
9

10
11 2. Duties and Responsibilities
12

13 The Faculty Committee shall be responsible for formulating and recommending
14 educational policy. It shall recommend students for the award of degrees. It shall
15 consider and deliberate questions of School governance, advise the Dean and/or
16 Directors on any matters pertaining to the School mission, and determine any
17 such matters as do not affect relations with units outside the School or properly
18 come under the supervision of larger administrative units.
19

20 In particular, the Faculty Committee shall be responsible for:

- 21 a. Consulting with the Dean at least once a semester during the academic
22 year on matters of interest and concern to the School, including budget
23 decisions and facility planning.
24
- 25 b. Serving as the conduit of information between the Dean and the Faculty.
26
27
- 28 c. Assisting the Dean in the preparation and implementation of the School’s
29 Strategic Plan.
30
- 31 d. Hearing Faculty or Staff grievances, which have not been otherwise
32 resolved through the School’s administrative processes, and making
33 recommendations to the Dean and Directors for the fair resolution of such
34 grievances. In such cases, there shall be a subcommittee of the Faculty
35 Committee, appointed by the dean, and the subcommittee shall elect its
36 own chair.
37
- 38 e. Serving as a Committee on Committees to nominate slates of candidates
39 from which the Dean or administrators above the School level may
40 appoint members for all School committees or representatives to
41 participate in the search, nomination, and review of administrators and
42 units at any Campus and University level.
43

- 1 f. Electing members of the Faculty Merit and Salary Review Committee, to
2 perform the functions described in Article IX.D.
3
4

5 **B. Programs, Curricula & Course Committee (PCC or Curriculum**
6 **Committee)**
7

8 1. Membership
9

10 The PCC shall consist of at least five faculty members appointed by the Dean in
11 consultation with the Faculty Committee. The Dean shall designate a Chair from
12 among the Committee's membership.
13

14 2. Duties and Responsibilities
15

16 The PCC shall be responsible for:
17

- 18 a. Advising the dean on the long-range educational goals and policies of the
19 School.
20
21 b. Periodically reviewing the educational programs and curricula and
22 recommending measures to the Dean, Directors, and Faculty to ensure the
23 most effective use of resources and an appropriate level of coordination
24 among the various programs and areas.
25
26 c. Recommending to the Dean, Directors, and Faculty any changes in
27 courses and curricula as may be submitted by the Faculty, faculty
28 committees, or the Policy Student Government Association.
29
30
31

32 **C. Appointment, Promotion, and Tenure Committee (APT)**
33

34 1. Membership
35

36 a. The membership of the APT committee generally consists of all tenured
37 and tenure-track faculty in the School
38

39 b. When considering an individual for appointment to the rank of Associate

1 Professor or Professor, the APT committee shall consist of only those members of
2 the larger APT committee who hold the rank under consideration, or higher.
3

4 c. The Committee shall elect an APT chair, chosen from among the Committee's
5 membership. The Chair's term will be for one year. The Chair shall hold the rank
6 of Professor, and shall be responsible for preparing the APT committee report and
7 the promotion dossiers for all candidates for appointment at the rank of Associate
8 Professor or Professor.
9

10 2. Duties and Responsibilities

11 The deliberations of the APT Committee shall be conducted in strict compliance with all
12 applicable University and Campus policies. The deliberations shall be confidential. The
13 Committee shall be responsible for:
14

15
16 a. Reviewing candidates' dossiers and making recommendations on the basis of
17 those reviews. The Dean may appoint 3- member subcommittees, as well as a
18 chair for the subcommittees, in concert with the APT chair, to review candidates'
19 records and prepare the dossiers for consideration by the full committee. Such
20 subcommittees may include Professors of the Practice within the School and
21 faculty from units outside the School, when appropriate, to assess the
22 performance of a candidate whose expertise is deemed under-represented on the
23 School's faculty. These external members may be present when the School's full
24 APT committee considers the case and may have voice but not vote.
25

26 b. Making recommendations to the Dean in regard to all cases of appointment,
27 promotion, non-promotion, and award of tenure. Recommendations will be made
28 by vote of the School's APT committee. To conduct business and to take votes,
29 the APT Committee must have a quorum of its members present. For the purposes
30 of APT Committee discussion and action, a quorum is defined as one faculty
31 more than half of all faculty members holding the rank and above for the rank
32 under consideration, not including those faculty members on leave or on
33 sabbatical. Thus only those candidates with positive votes at or exceeding the
34 quorum will be recommended for appointment, promotion, and award of tenure.
35 Only those APT Committee members present may cast a vote for candidates
36 being considered for promotion from assistant professor to associate professor
37 with tenure. For APT Committee votes on appointments of external candidates,
38 electronic ballots may be used, which must be confidential.
39

1 3. Meetings
2

3 Written notice of APT committee meetings and copies of the candidate's dossier shall be
4 distributed to the membership with at least one-week advance notice, unless the majority
5 of the APT Committee agrees to waive such notice.
6

7 a. Meetings of the School's APT committee shall be chaired by the chair of the
8 School APT.
9

10 b. The Dean may attend the meetings of the APT committee, and will have a
11 voice but not a vote in these meetings.
12

13 4. APT actions
14

15 a. The vote of the APT committee is advisory to the Dean, who provides an
16 independent decision on behalf of the School when recommending candidates to
17 the Provost and President for appointment as associate and full professors and for
18 questions of tenure. The Dean has the final decision on appointment of
19 candidates.
20

21 b. Within two weeks of the vote of the APT committee and the Dean's decision,
22 the Dean shall (1) inform the candidate whether the recommendations made by
23 the faculty committee and the Dean were positive or negative (including specific
24 information on the number of faculty who voted for tenure and/or promotion, the
25 number who voted against, and the number of abstentions), and (2) prepare for the
26 candidate a letter summarizing in general terms the nature of the considerations
27 on which those decisions were based. Summaries shall be provided to the
28 candidate whenever either or both faculty and the Dean's recommendations are
29 negative. The chair of the faculty APT committee shall review the letter prepared
30 by the Dean to ensure that it accurately summarizes the considerations regarded as
31 relevant by the faculty APT committee. The chair of the faculty APT committee
32 shall be provided access to the Dean's letters to the candidate and to the campus
33 APT committee to ensure that the summary accurately reflects the
34 recommendation and rationale provided to higher levels of review. In addition,
35 both letters shall be made available for review in the office of the Dean by any
36 member of the faculty APT committee. In the event that the chair of the faculty
37 committee and the Dean are unable to agree on the appropriate language and
38 contents of the summary letter, each shall write a summary letter to the candidate.
39 A copy of all materials provided to the candidate shall be added to the tenure or
40 promotion file as the case proceeds through higher levels of review.
41
42

1 **D. Faculty Merit and Salary Review Committee**
2

- 3 1. The Faculty Merit and Salary Review Committee (FMSRC) evaluates the
4 performance of faculty in teaching, research, and service, and makes
5 recommendations to the Dean on faculty members' performance.
6
- 7 2. The FMSRC consists of three members elected by a majority of the Faculty
8 Committee of the School of Public Policy, through a secret ballot, and serve terms of
9 one year. The committee consists of one professor (including professor of the
10 practice), one assistant professor, and one professor without regard to rank. If the
11 Dean believes that any group has been systematically underrepresented, he or she
12 may appoint a member of that group as an additional member of the FMSRC.
13
- 14 3. The Dean may reserve a portion of the merit pool to address special salary problems
15 within the School.
16
- 17 4. The FMSRC review is conducted during the spring semester. The elements of the
18 review are as follows:
- 19 a) The Faculty Committee elects FMSRC members by secret ballot during a
20 faculty meeting before 15 March. Faculty who served on the FMSRC in
21 the previous two years are not eligible to serve, except when there are
22 fewer than three eligible faculty members. Tie votes are resolved by
23 random draw among those who have not served in the last five years.
- 24 b) Faculty members complete activity reports by 15 March. The activity
25 reports should include a description of the faculty member's contributions
26 to scholarship, teaching, service to the School, public service, and a
27 summary of the findings of the Post-Tenure Review Committee (see
28 Article X). Faculty who do not complete an activity report will not be
29 eligible for merit awards in that fiscal year. In general, the FMSRC should
30 examine the performance of faculty members over the previous three
31 years, including student teaching evaluations and comprehensive reviews
32 conducted for appointment and promotion. For years when merit pay is
33 not available, the achievements of the faculty members for that year (or
34 years) will be taken into consideration during the next year in which merit
35 pay is available.
- 36 c) In late March, the Dean or an individual delegated by the Dean shall
37 provide the FMSRC with a list of eligible faculty and copies of their
38 faculty activity reports. All faculty members who were hired prior to the
39 current academic year are eligible for review.

- 1 d) FMSRC will elect one of its members to serve as chair. FMSRC examines
2 the activity reports, on the basis of each faculty member's contributions to
3 scholarship, teaching, service to the School, and public service. The
4 assessment will examine the degree to which these contributions fit with
5 the School's standards for promotion and tenure. (Please see the separate
6 School policy outlining the promotion and tenure standards.) The Dean
7 will separately assess the performance of the members of the FMSRC. The
8 FMSRC prepares a written evaluation of each faculty member. The chair
9 will certify that the FMSRC has followed the merit pay distribution plan;
10 if the FMSRC deviates from the plan, the chair will indicate the areas in
11 which the deviations occur and provide a written rationale in its report.
12 These evaluations are submitted to the Dean by 15 April.
- 13 e) The FMSRC's role is advisory to the Dean. The Dean makes the final
14 decisions on merit salary awards, based on the FMSRC's evaluations, and
15 reports these decisions to the FMSRC. The FMSRC produces a written
16 report expressing its views on whether the Dean has followed the School's
17 merit and salary review policy.
- 18 f) The Dean notifies individual faculty members of their salary for the next
19 fiscal year, the FMSRC's evaluation of the faculty member, the faculty
20 member's right to request a meeting with the Dean to discuss the salary,
21 and the right to appeal the salary decision.
- 22 g) Any faculty member who is dissatisfied with the merit salary increase
23 should file a written appeal with the Dean. The Dean will consider the
24 issues raised in the appeal, meet with the faculty member to discuss the
25 issues, and inform the faculty member of the decision on the salary
26 increase. If a faculty member remains dissatisfied, the faculty member
27 may initiate a grievance according to the *University of Maryland Policies*
28 *and Procedures Governing Faculty Grievances*.
- 29 5. The Dean will annually review the composition of the FMSRC over the past five
30 years to assure that the FMSRC achieves a reasonable representation of faculty
31 diversity. If the FMSRC has not proven sufficiently diverse, the Dean will take that
32 fact into account in appointing the next year's FMSRC.
- 33 6. The Dean will annually review the salary structure of the School. If the review
34 reveals salary inequities or salary compression, the Dean will either adjust salaries to
35 rectify the issue, or consult with the Provost on steps to address the issue.

36

Article X: Post-Tenure Review

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3 1. In accordance with the policy of the University System of Maryland (19.0 II-1.19)
4 and the policy of the University of Maryland College Park (II-1.20(A)), the
5 School of Public Policy will conduct a regular, comprehensive review of tenured
6 faculty. These reviews shall:
7
 - 8 a. Occur on a regular basis, not less than once every five years.
 - 9
10 b. Be a formative process for future faculty development, enhancing the
11 learning environment of students, and improve the School's programs.
 - 12
13 c. Take place in a process of collegial assessment.
- 14
15 2. Reviews conducted as part of assessment for appointment and promotion will be
16 considered a comprehensive review, for the purposes of this policy.
17
- 18 3. Reviews will be scheduled, starting with the faculty who have served the longest
19 in rank since the previous comprehensive review. The School shall endeavor to
20 allocate the comprehensive reviews of tenured faculty so that approximately the
21 same number of tenured faculty are reviewed each year. Faculty members shall be
22 informed by the Dean, by July 1, of the schedule of the faculty members who will
23 undergo post-tenure comprehensive reviews in each year.
24
- 25 4. By September 1 of the academic year in which a faculty member is scheduled to
26 undergo a post-tenure comprehensive review, the faculty member will:
27
 - 28 a. Prepare a brief summary of the faculty member's contributions in
29 teaching, research, and public service since the last review.
 - 30
31 b. Submit copies of assessments of the impact of the faculty member's
32 work, including citation counts and other measures of scholarly
33 accomplishment.
- 34
35 5. Each year, the Dean shall appoint a Post-Tenure Review Committee of three full
36 professors. None of the members of the committee shall be faculty members
37 scheduled for review in the current year. For each faculty member undergoing a
38 comprehensive review, the Committee shall:
39
 - 40 a. Assess the faculty member's teaching performance.

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- b. Assess the research, including the quality and impact of the scholarship.
 - c. Assess the public service, including contributions to the broader field of public policy and the impact of the service.
 - d. Assess the contributions to the School and University communities.
 - e. Rely on such additional information, such as citation indexes and other externally available data, as might prove useful in assessing the faculty member.
 - f. Write an appraisal that summarizes the faculty member’s contributions and impact. This appraisal shall normally be completed before the end of the fall term.
 - g. Share the draft appraisal with the faculty member, who shall have 14 days (or a mutually agreeable alternative date) to respond to the Review Committee’s comments.
 - h. Submit the final appraisal to the Dean.
6. The Dean shall communicate the review to the faculty member, along with an overall assessment of “meeting expectations” or “not meeting expectations.”
- a. The Dean will discuss with the faculty member all aspects of the report.
 - b. For faculty members “not meeting expectations,” the Dean shall counsel faculty members on matters identified by the Review Committee as deficient, and the Dean shall work with the faculty member to create a faculty development plan. The plan shall include a procedure for evaluation of progress on an annual basis, and it shall be signed by the Dean and the faculty member.
 - c. The comprehensive review shall be considered in decisions by the School on promotion, merit pay, and other rewards.

1 7. The annual reviews conducted by the School as part of the annual salary and
2 workload assessment (See Article IX Section D) shall be used as part of the
3 comprehensive review. Two consecutive annual reviews that indicate a faculty
4 member is materially deficient shall occasion a comprehensive review in the next
5 academic year. That comprehensive review shall be in addition to reviews otherwise
6 required by this policy.

7

8

Article XI: General

9

10 **A. Quorum**

11

12 Unless otherwise specified, to conduct business, a majority of members of each
13 committee must be present.

14

15 **B. Rules**

16

17 Unless otherwise specified, *Roberts Rules of Order* will set the procedures for the
18 conduct of business during the meetings of the School's committees.

19

20 **C. Review**

21

22 The School's Plan of Organization shall be reviewed at least every ten years by a
23 committee elected by the School Assembly. This committee shall be comprised of
24 representatives of the Faculty, Staff, and students.

25

26