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PREAMBLE:

The faculty of the School of Languages, Literatures, and Cultures, in conjunction with the Dean of the College of Arts and Humanities and the Director of the School, promulgate this Plan of Organization to promote the goals of self-governance and educational excellence.

The Plan affirms the interrelationship of educational excellence, faculty self-governance, and an organized student and staff presence. It seeks, within the constraints imposed by the administrative structure of the University, to provide faculty members with an active and important role in all decisions that affect their responsibilities and rights as educators and scholars.

Consequently, the Plan asserts the primacy of democratic principles of shared governance among faculty of the College and affirms the principle of consultative openness in decision-making processes. At the same time, it acknowledges the pre-eminent administrative and policy role of the Director, whose authority is derived from the President through the Dean. It also encourages the opportunity for staff and students to affect the policies of the College through their own democratically organized institutions.

The Plan of Organization may be amended as necessary to reflect the School’s growth and academic evolution.

SECTION I. SCHOOL GOVERNANCE STRUCTURE

1. Membership in the School consists of its faculty, staff, and students. Members of the School participate in School governance through the following bodies:

   The School-wide Assembly
   School-wide Standing Committees
   Ad Hoc Committees
   The Advisory Council
   School-wide Faculty Meetings

In addition, each department within the School shall have a governance structure that meets its needs and embodies the Principles of Governance described in the Senate Plan of Organization.

2. The School-wide Assembly consists of all tenured and tenure-track faculty, all job-secure lecturers, 2 staff members, one of which is the Associate Director of Administrative Affairs, 2 full-time (non job-secure) lecturers, 1 graduate student, and 1 undergraduate student. The School-wide Assembly meets at least once per year and is the forum at which the members of the School meet to discuss issues of importance for the School. The Assembly is chaired by the Director.
3. The Advisory Council (AC) advises the Director on all matters related to School policy, goals, and priorities. It is the primary venue in which resource questions and allocations are discussed (see page 7 for specific responsibilities). The Director serves as Chair of the AC. As of September 2009, the members are: the Chairs of the Departments of East Asian Languages and Cultures; French and Italian; Germanic Studies; Middle Eastern Studies; Russian; and Spanish and Portuguese, as well as the Director of the Second Language Acquisition program. The Chairs and the SLA Director are regular members of the AC, having both voice and vote. The Associate Directors are also members of the AC: they have voice but no vote. In addition, the Chairs of the Undergraduate and Graduate Committees are ex officio members with voice but no vote. Inasmuch as the AC is advisory to the Director, the latter does not participate in voting. It is expected that all members of the AC will serve both as advocates for their programs and faculties and as senior advisors whose interests transcend individual units.

4. Standing Committees are limited by their nature and charge to specific business; these committees, unless specifically charged otherwise, report to the AC.

5. Ad Hoc Committees may be convened and charged by the Director in conjunction with the AC.

SECTION II. OFFICERS OF THE SCHOOL

1. The Director

The Director of the School is a 12-month, tenured faculty position appointed by the Dean of the College in accordance with campus policies on the selection of Deans, Directors, and Department Chairs. As chief academic officer for the School, the Director will promote superior research, teaching, and service; recommend faculty appointments and promotions to the Dean; approve non-tenure appointments; encourage and facilitate programs and activities across SLLC units and outside the School; and work to ensure cohesive and accessible advising for all students. As chief administrative officer of the School, the Director will provide leadership for both broad operation and daily administration of the School and implement shared governance to the fullest extent possible. S/he will plan and administer the School’s budget, act as liaison with University Advancement for fund-raising initiatives, recommend staff reclassifications to Human Resources, administer all staff and support functions, and ensure affirmative action policies and equity within the School. The Director will support the faculty through nomination for awards, recommendations, and support for research proposals. S/he will coordinate the mentoring of tenure-track assistant professors in conjunction with their Department Chair. The Director will report annually to the School-wide Assembly on the state of the School, including budgetary matters. The Director reports to the Dean of the College of Arts and Humanities.

2. The Associate Director for Academic Affairs

The Associate Director for Academic Affairs is an 11-month, tenured faculty position appointed by the Director in consultation with the faculty and the AC for a three-year, renewable term. The Associate Director for Academic Affairs will provide academic leadership and support for undergraduate programs in the School and the Undergraduate Program Directors Committee. S/he will act for the Director in the Director’s absence, representing the School to its constituencies as appropriate. S/he will work with the Director and the Associate Directors for
Academic Administration and Administrative Affairs to ensure academic-administrative coordination in the areas of his/her responsibilities. S/he will organize and administer the selection and voting for membership on all School committees at the beginning of each academic year. S/he will convene all standing committees and serve as steward for them. S/he will have oversight responsibility for all programs, courses, and curricula, including approval of PCC proposals, and advising. S/he will support and oversee the work of the Coordinator of Instruction and Professional Development, the Coordinator of the Language House, the Coordinator of the FOLA program, and the School’s technology support staff. S/he will coordinate undergraduate recruitment and admissions, service-learning, internship and career development, and the awarding of scholarships. S/he is the point of contact for student grievances. S/he will oversee compliance with ARHU and campus projects/reports such as Learning Outcomes Assessment, etc. S/he will be responsible for academic record-keeping and centralization of SLLC academic and instructional policies. S/he will serve as liaison to various campus offices (e.g. ARHU Academic Affairs, ARHU PCC, Office of Undergraduate Studies, the Career Center, ARHU Student Affairs, Education Abroad). S/he will collaborate with faculty on the activities of the School, including student-oriented, research-oriented, and career-oriented events. S/he oversees graduation ceremonies. The Associate Director for Academic Affairs will supervise appropriate staff in the Office of Academic Affairs. S/he will teach and/or advise in an SLLC unit as appropriate. Division of duties between the two Associate Directors may be re-assigned at the pleasure of the Director.

3. The Associate Director for Academic Administration

The Associate Director for Academic Administration is a professional academic staff position. The Associate Director for Academic Administration will work closely with the School Director and the Associate Director for Academic Affairs to provide smooth management of the academic affairs of the School. S/he will work with the Director and the Associate Directors for Academic and Administrative Affairs to ensure academic-administrative coordination. S/he will advise the Director on internal affairs. S/he will provide information on UM policy and procedures for faculty and UG/Grad students. S/he will be responsible for the appointment and management of lecturers. S/he will oversee graduate administrative affairs, including admissions and the awarding of fellowships and assistantships. S/he will have oversight in the areas of enrollment management, scheduling, and course staffing, TA/GA work assignments, and SLLC workload compliance. S/he will oversee compliance with ARHU and campus projects/reports such as the Faculty Activities Report, the Workload Exceptions Report, ACCESS. S/he will be responsible for academic record-keeping. In addition to serving as liaison to various campus offices (e.g. ARHU Academic Affairs, the Graduate School, the Career Center, the Alumni Association), the Associate Director for Academic Administration will encourage and coordinate outreach activities, including the School’s website and publications. S/he will collaborate with faculty on the activities of the School, including student-oriented and research-oriented events. The Associate Director for Academic Administration will supervise appropriate staff in the Office of Academic Affairs. Division of duties between the two Associate Directors may be re-assigned at the pleasure of the Director.
4. The Associate Director for Administrative Affairs

The Associate Director for Administrative Affairs is a 12-month, professional staff position, appointed by the Director. The Associate Director for Administrative Affairs will work closely with the School Director and other Associate Directors to ensure the efficient and timely delivery of administrative services to the School and its faculty and staff. S/he will work closely with the Director and the Associate Directors for Administrative Affairs to ensure good academic-administrative coordination. S/he will provide the Director and other Associate Directors with information on UM policy and procedures. S/he will advise the Director on internal affairs that relate to the School’s budget and finances. S/he will supervise all staff in the Office of Administrative Affairs and will be responsible for overall staff management in the School. S/he will direct all budget, personnel, financial and administrative procedures for the School. S/he will also direct any grant management activities for the School and its faculty. The Associate Director for Administrative Affairs will be responsible for facilities management, including space assignment, renovation, equipment, and maintenance. S/he will assist in managing the School’s events by acquiring the services that are necessary for its success. S/he will work closely with the Director and the Associate Director for Academic Affairs to support outreach, entrepreneurial, and fund-raising initiatives. S/he will act as the School’s primary point of contact for a variety of campus units such as the Budget and Comptroller’s Office. S/he will liaison with the dean’s office staff in matters relating to budget, finance and personnel. The Associate Director for Administrative Affairs will also act as a resource for departmental chairs and/or center directors, assisting them with funds management and administrative needs when required. The Associate Director for Administrative Affairs will serve on the Advisory Council and represent the staff to the School Assembly.

5. The Department Chairs

The Chairs of the Departments of East Asian Languages and Cultures, French and Italian, Germanic Studies, Middle Eastern Studies, Russian, and Spanish and Portuguese, and the Director of the Second Language Acquisition Program are committed to forging the strategic vision of their programs. Department Chairs and the SLA Program Director are academic-year, tenured faculty appointments, elected by the faculty of the local unit, for 3-year, renewable terms.

Duties include:

a. To represent his/her constituency, both majority and minority views, on the AC and serve as the principal advocate for his/her faculties;

b. To promote superior teaching, research and service in the Department;

c. To facilitate open communication among the faculty, and between faculty and the Director, and to redress grievances and complaints in an expeditious and fair manner;

d. To provide leadership in long-term and short-term planning and program development; to prepare and forward funding requests and/or spending proposals to the Director; to develop outreach efforts;
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e. To appoint faculty to serve on the School’s Graduate and Undergraduate Committees;

f. To schedule academic offerings; to support the College’s CORE and HONR requirements where needed by the School; to provide supportive instruction for non-majors.

g. To coordinate the recruitment, orientation, and advising of undergraduate and graduate students, together with the Associate Director for Academic Affairs and the School’s Undergraduate and Graduate Committees;

h. To recommend to the Director new faculty searches and part-time and non-tenured appointments;

i. To recommend to the Associate Director for Academic Affairs financial awards, prizes, fellowships, and graduate assistantships;

j. To coordinate the mentoring of tenure-track faculty within the program, in conjunction with the Director.

6. EEO Officer

The EEO Officer, appointed by the Director, shall promote nondiscrimination and affirmative action in the School in accordance with University policies and procedures. The EEO Officer may consult with the Mediation Committee as necessary.

SECTION III. STANDING COMMITTEES OF THE SCHOOL

1. The Undergraduate Committee

Membership: The UG Program Director from each language prefix (at present, ARAB, CHIN, FREN, GERM, HEBR, ITAL, JAPN, KORA, PERS, PORT, RUSS, SPAN); and two additional members representing the Language House and FOLA programs. The Associate Director for Academic Affairs convenes the committee and serves as a member ex officio. The committee elects its own Chair. The Chair is an ex officio member of the AC with voice but no vote, and is charged with representing the interest of undergraduate education at the School level.

Committee charge: the Undergraduate Committee deals with concerns of the undergraduate curriculum, recruitment and retention of undergraduate students, and general matters related to undergraduate studies.

Its functions may include:

a. To consider new courses and programs, changes in existing programs, and substantive changes in existing courses before such courses are referred to the School PCC;

b. To assess and evaluate the undergraduate curricula and degree requirements;

c. To coordinate recruitment, retention, advising, and placement of undergraduate students:
d. To support UG instructors and to communicate regularly with them.

Reporting: As an ex officio member of the AC, the UG Committee Chair will report jointly to the Director and the AC at least once annually on behalf of the UG Committee, and will report back to the UG Committee.

2. The Graduate Committee

Membership: The Director of Graduate Studies of each graduate degree program: French, German, SLA, Spanish. The Associate Director for Academic Affairs shall convene the committee and serve as a member ex officio. The committee elects its own Chair. The Chair is an ex officio member of the AC with voice but no vote and is charged with representing the interest of graduate education at the School level.

Committee charge: the Graduate Committee is responsible for matters of general concern related to graduate studies in the School.

Its functions may include:

a. To consider new graduate courses and programs and changes in existing programs or courses;

b. To assess and evaluate departmental requirements for graduate degrees;

c. To initiate and assess interdepartmental courses;

d. To establish and maintain standards and procedures for the recruitment, admission, and advising of graduate students;

e. To establish and maintain standards and procedures for the appointment, training, and development of teaching assistants;

f. To oversee the awarding of Fellowships;

g. To incorporate the Graduate School’s initiatives and priorities to the extent possible in the School’s graduate mission.

Reporting: As an ex officio member of the AC, the Graduate Committee Chair will report jointly to the Director and the AC at least once annually on behalf of the Graduate Committee, and will report back to the Graduate Committee.

3. The Salary/Merit Committee

See Section VI.

4. The Appointment, Promotion, and Tenure Committee
Membership: (1) Search Committees are appointed by the Director, as appropriate for each search and in accordance with the University’s affirmative action guidelines. (2) The full professors and tenured associate professors of the School constitute the Promotion and Tenure Committee for all members of the School’s faculty, with the proviso that actions concerning the rank of full professor are reserved to the body of full professors.

The Director shall convene all full professors and tenured associate professors for consideration of recommendations (a) for appointment to the rank of associate or full professor, and (b) for promotion to associate professor. In the case of (b), ad hoc review committees shall be set up to evaluate the candidates and report their findings to the meeting of tenured faculty. In each case, the ad hoc review committee shall consist of three tenured faculty members; the Chair of the ad hoc review committee shall be a full professor, if possible from the same Department as the candidate. One member of the ad hoc review committee should come from a School Department outside the candidate’s home Department.

Every second spring the body of Full and Associate Professors in the School elects a chair of the APT Committee for a period of two years. The chair must be a Full Professor. Should the chair not be able to serve more than one year, a new chair must be elected in Spring for two years [2003].

5. The Advisory Council

Membership: The AC includes the Director and Associate Directors, the Department Chairs and the SLA Director. The Director of the School chairs the AC. The Chairs of the Undergraduate and Graduate Committees are ex officio members with voice but no vote. Inasmuch as the AC is advisory to the Director, the Director and the Associate Directors have voice but no vote. (When voting occurs, each regular member has one vote. This system will be reviewed in 2011 with the goal of considering other potential modes of representation, such as a proportional voting system, which would need to be developed.)

The function of the AC is three-fold. It shares and disseminates information; it advises the Director on issues bearing on resources; it establishes an annual calendar for major School events and for decision-making processes. The AC meets at least twice per month.

Its functions include:

a. To serve as an academic advisory council with regard to overall School business and the development of future goals and priorities;

b. To review and recommend short and long-term School spending priorities through development of an annual budget;

c. To review and recommend disbursement of School discretionary funds with regard to prioritized spending proposals received from the Departments and from committees;

d. To review and consider allocations of funds/instructional resources for new and modified programs/curricula;
e. To review enrollment statistics and other relevant data to recommend faculty searches and other personnel needs of the School;

f. To ensure that any program not represented on the AC has the opportunity to present its wishes and recommendations to the AC;

g. To inform itself prior to making recommendations by programming hearings from appropriate School committees;

h. To establish a draft calendar within the first month of the academic year to guide annual decision/recommendation processes. This calendar will take into account prior reporting by relevant committees and programs and allow for subsequent targeted input from programs not directly present on the Council.

The Director, in consultation with the members of the AC, sets the agenda for AC meetings and is responsible for providing minutes, which are to be approved by the AC and distributed to the School in a timely manner.

6. The Programs, Curricula, and Courses (PCC) Committee

Membership: One representative from each Department, and a representative from Academic Affairs, who has served as Chair.

The SLLC PCC is charged with reviewing proposals for additions, deletions, and changes to programs, curricula, and courses. Proposals are brought to the PCC Chair by Department Chairs or Program Directors. The Committee works to help units prepare proposals that are most likely to proceed smoothly through the various committees outside the School, via question, suggestion, and request for reworking, and to ensure that the School’s mission and level of academic expectation is reflected in the documents. Members review proposals with attention to rigor in academics, university regulations and expectations, care for duplication of courses and programs inside the School and across campus, structure and content of syllabi, and resource matters. Upon approval by committee members, the documents are signed by the Chair of the Committee, and then either by the AD or the Director. The documents are then sent to the College PCC, after which they are sent to the campus VPAC (for courses) or PCC (for programs).

PCC meetings are open and a matter of public record.

7. The Initiatives Committee (IC)

Membership: Three faculty members elected school-wide following a nomination process. The term of service is 2 years and is conceived as rotating. In year one of the IC’s existence, 3 committee members will be elected. At the end of year one (Spring 2010), the committee will decide which member will “cycle off.” In Fall 2010, one new member will be elected. At the end of year 2 (Spring 2011), the remaining 2 original members will leave the committee, with 2 new members to be elected in Fall 2011. Thereafter, membership will rotate according to the above system.
Committee members may be re-elected and serve a maximum of two consecutive terms. A former member may serve at a subsequent time for a combined total of four years. Ideally, members should come from different units and research fields. Committee membership shall exclude those serving on the AC.

The role of the IC is to identify and recommend mid-and-long-term initiatives and priorities that should guide the School in its strategic planning. Such initiatives may concern, but not be limited to, curriculum development, long-term hiring emphases, potential entrepreneurial programs, and the development of large conferences, workshops etc. that would require longer than one year to plan.

The IC will seek to inform itself on the latest trends in scholarship and language/culture/literature teaching internationally and nationally, and take into account both UM’s privileged location near the nation’s capital and any broad geopolitical trends that might impact the School’s programs. It will also be open to input from other School committees as well as individuals. At all times, the interests of the IC shall be those of the School as a whole.

The IC will consult regularly with the Director. In the fall, and in any case well in advance of any search decisions, the IC will make its recommendations to the Director and the AC. At the end of each year, the Director will write a report to the IC detailing how IC recommendations were acted upon.

8. The Travel and Conference Committee

Membership: Five faculty members elected school-wide for a two-year term following a nomination process. Ideally, members should come from different units and research fields.

The Travel and Conference Committee will evaluate faculty and graduate student requests for funding to present at professional meetings and conferences. It makes its recommendation to the Director. The Travel and Conference Committee also considers requests for funding exceeding $500 from faculty who wish to sponsor campus events. It makes its recommendations regarding event-sponsorship to the Director and the AC.

9. The Mediation Committee

Membership: Three faculty members elected school-wide for a two-year term following a nomination process.

Designed to function as a neutral ombudsperson, the committee will address faculty grievances in such matters as personal workload and personal teaching assignments, with the goal of resolving conflicts at the School level. Personnel grievances are addressed in other ways through already established university procedures. The Mediation committee may consult with the Equity Officer as it deems necessary.

SECTION IV. RULES AND ADMINISTRATION

1. Initiating New Programs
Ideas for new programs may be initiated by groups or individuals. Because any new program can have programmatic and resource implications for existing programs, approval of a new School program must be the product of a process of broad consultation. Before advancing to the proposal stage, ideas should be vetted and discussed with the Director, the Associate Director for Academic Affairs, and ideally the Initiatives Committee, which should be considered a resource throughout the consultation/approval process. The idea will then be brought to the appropriate committee (PCC, Undergraduate, Graduate, etc) for discussion before advancing to the AC for discussion and comment. A draft proposal can then be written and presented to the School Assembly for discussion, suggestion, and input. A full-fledged proposal is then brought to the AC, which will recommend for or against its adoption by the Director.

2. Voting

School Committee representation

The selection of School committee members occurs at the beginning of each academic year and is organized and conducted by the Associate Director for Academic Affairs. For committees with elected membership, s/he conducts the nomination and voting process.

School-wide Assembly representation

a. All tenured, tenure-track, and job-secure faculty are de facto members of the School-wide Assembly.

b. The representation of all other constituencies is specified as: two full-time staff representatives, one of whom is elected and the other of whom is the Associate Director for Administrative Affairs; two elected non job-secure lecturers; one elected graduate and one elected undergraduate representative. The elected staff member serves a two-year term; the elected non job-secure lecturers and the graduate and undergraduate representatives all serve one-year terms, subject to renewal by vote. For some issues, voting by all or some of these non-faculty representatives may be deemed inappropriate. Identification of these issues is the responsibility of the AC.

c. Eligibility for election of representatives will be determined as follows: UG students must be full-time students majoring in a School program and in good standing in order to vote for or to serve as representative. Graduate students must be full-time, second-year students in good standing in a School program in order to vote for or to serve as representative. Full-time non-job secure lecturers who have worked in the School for one year and have been renewed at least once are eligible to vote for and to serve as representative. Full-time staff who have worked in the School for one year and are on a state-line are eligible to vote for and to serve as representative.

SECTION V: APT POLICY

1. Procedures

The Director, together with the relevant program chair, shall appoint ad hoc committees to
consider the appointment, promotion, and tenure of faculty members.

a. To appoint someone to a tenure-track or tenured position from outside the School, a committee of at least three SLLC faculty members shall conduct a search in accordance with university policies on such appointments. The Search Committee shall recommend candidates (ranking optional) to the School’s APT committee for approval and the recommendation then shall be conveyed to the Director of the School for further consideration and forwarding of the recommendation to the Dean’s office for appointment action.

Appointment to part time non-tenure track (PTNTT) and full-time non-tenure track instructional faculty (FTNTT) ranks shall be made in accordance with university policies on the recommendation of unit chairs and program coordinators to the Director of the School. For such appointments, particularly for a FTNTT position, a unit chair or program coordinator should make a recommendation in consultation with the faculty of the units/programs involved.

b. To tenure or promote a faculty member from within the School, a committee of at least three tenured SLLC faculty members shall evaluate the candidate. The committee will consist of a minimum of three persons, the majority, but not necessarily all of whom can normally be expected to be drawn from the individual’s own program area. The committee will report its findings to the SLLC APT committee for discussion and subsequent anonymous vote. This committee shall consist only of faculty members of higher rank than the candidate, and will not include the Director. A positive recommendation shall require support from a simple majority of those voting. The SLLC APT Committee shall then make a recommendation to the Director, including the numerical results of the vote (yay, nay, and abstentions). The Director then makes an independent recommendation to the Dean, in accordance with University policy (as outlined in the College Plan of Organization and the Presidential Guidelines for the Evaluation of Faculty Members Considered for Promotion and Tenure). The tally of APT votes is reported along with the Director’s recommendation.

c. In the event of there being fewer than three SLLC faculty members available for a tenure or promotion committee, the Director shall recommend non-SLLC faculty members for appointment to the committee by the Dean; they shall hold a rank at least as high as that to which the candidate would be promoted.

2. Criteria and Terms

The university requires that at all levels of appointment, SLLC committees shall treat scholarship (research and publications), teaching, and service as comparably important, with evidence of excellence required in each.

Assistant Professor

Appointees at the rank of Assistant Professor shall provide evidence of potential for superior research and scholarship, and shall have qualities suggesting a high level of teaching ability. Because this is a tenure-track position, the appointee shall at the time of appointment show promise of having, at such time as he or she is to be reviewed for tenure and promotion, the
qualities described under "Associate Professor" below. An appointee to the rank of Assistant Professor shall, not later than the effective date of the appointment, have earned and received the Ph.D. degree or some equivalent. All appointments to the rank of full-time Assistant Professor are for an initial term of three years.

The letter of appointment should clearly state the appointee's tasks and duties and address expectations concerning the three areas of research, teaching, and service which will be evaluated yearly (by the unit chair).

The School will provide for the mentoring of each Assistant Professor and of each untenured Associate Professor by one or more members of the senior faculty other than the program chair or the Director. Mentors should encourage, support, and assist these faculty members and be available for consultation on matters of professional development. Mentors also need to be frank and honest about the progress toward fulfilling the criteria for tenure and/or promotion. Following appropriate consultations with members of the School’s faculty, the Director will independently provide each Assistant Professor and each untenured Associate Professor annually with an informal assessment of his or her progress. Favorable informal assessments and positive comments by mentors are purely advisory to the faculty member and do not guarantee a favorable tenure and/or promotion decision.

**Associate Professor**

Appointees at the rank of Associate Professor shall have demonstrated substantial research accomplishments, which should include a body of work that makes a significant contribution to the field, which is recognized by outstanding scholars in the profession, and which includes publications -- refereed articles and/or books, as appropriate -- in widely respected journals and presses, and shall have demonstrated teaching and advising of high quality. The appointee shall show promise of continued productivity, shall show evidence of being highly qualified for university teaching, and, if promoted from within the School, shall have provided other forms of significant service to the campus, the profession, or the community. Promotion to the rank from within the School confers tenure; appointment to the rank from outside the School may confer tenure.

Full-time appointments to the rank of Associate Professor may carry immediate tenure; or tenure review may be deferred for up to three years. If the tenure decision is deferred, the timing of the tenure decision must be spelled out in the offer. If immediate tenure is not requested, an Associate Professor appointment is not reviewed by upper level committees, only by the President. If immediate tenure is requested for new full-time Associate Professors, the appointment must be reviewed by School, College, and Campus APT Committees and by the President. The School (unit) must assemble a dossier including at least three letters of evaluation from external experts in the candidate's field.

The letter of appointment should state the appointee's rank and whether immediate or probationary tenure (one to three years) is granted. Also, the letter should state tasks and duties and address expectations with regard to the three areas of research, teaching, and service. In case of probationary tenure, the person will be evaluated yearly (by the unit chair) until tenure has been granted. Associate Professor who has been granted tenure by the appropriate School,
College, and University APT committees, the letter of appointment should also mention that there will be a periodic review.

**Full Professor**

In addition to having the qualifications of an Associate Professor, appointees at the rank of Full Professor shall have established a national and international reputation for research of outstanding quality, and a distinguished record of teaching. There must also be a record of continuing evidence of relevant and effective professional service. Such an appointment carries immediate tenure upon approval by the appropriate School, College, and University APT committees. The letter of appointment should state the appointee's rank and mention that there will be a periodic review.

**Lecturer**

a. **Part-time lecturers** are appointed (and renewed) upon a unit chair's recommendation to the Director. It is up to each unit to generate a proposal for such an appointment (renewal). As these appointments often arise from ad hoc needs or emergencies (and acted upon 'last minute'), a unit chair has discretionary powers to make an appropriate proposal to the Director for immediate action. The letter of appointment should clearly state the appointee's tasks and duties.

b. **Renewal (non-renewal)** of part-time lecturers occurs on a semester and/or annual basis upon a unit chair's recommendation to the Director taking into account a unit's needs at that time.

c. **Full-time lecturers** are searched for under a modified search and selection plan for temporary employment (ordinarily for a year, in exceptional cases up to three years). They are appointed upon a unit chair's recommendation to the Director. If possible, unit faculty normally are consulted (and provided with documentation about the appointee's qualifications (CV and at least two references). A unit chair has discretionary powers in an emergency situation. The letter of appointment should clearly state the appointee's tasks and duties.

d. **Renewal (non-renewal)** of full-time lecturers is contingent upon a unit's need and ordinarily occurs on an annual basis upon a unit chair's recommendation to the Director.

If the annual renewal of a full-time lecturer occurs consecutively at least 3 times, a Review Committee is appointed to review and evaluate the lecturer's contribution as is stipulated in the letter of appointment. For the review, a current CV, documentation of teaching (possibly a teaching portfolio), and class visitations by the Review Committee are required. The Review Committee should be chaired by a tenured member of the appointee's home unit, a second member of the home unit (ordinarily a faculty member with tenure or job security) and a third member of the School chosen by the appointee. The Review Committee should be chaired by a tenured member of the appointee's home unit, a second member of the home unit (ordinarily a tenured faculty member or a member with job security) and a third member of the School chosen by the appointee. The unit chair conveys the committee's and his/her recommendation to the Director for further action.
**Senior Lecturer**

SLLC may also elect to promote lecturers to rank of Senior Lecturer according to campus policy.

**3. Contract renewal of tenure-track Assistant Professors (Third-Year Review)**

Assistant Professors on tenure track lines are appointed for an initial term of three years. (Per university APT policy, the first year of an assistant professor’s initial term is probationary.)

In the spring of years one and two of an assistant professor’s path toward tenure, the Director, in the presence of the candidate’s chair and/or mentor, will meet with each candidate to discuss his or her progress, jointly exploring possible measures to strengthen his or her prospects for renewal. A written record of each meeting will be kept, and the prospective candidate will be given a copy.

In the second semester of the third year of this initial appointment, there will be a formal review, the outcome of which will be a decision either to renew the appointment for a further three years or to issue a one-year terminal appointment, allowing for a fourth year of service. In cases of renewal, in addition to formally marking an important step toward tenure and promotion, the review process serves as a forum for collegial counsel and support as the candidate plans the next stages.

In accordance with University of Maryland Contract Renewal (Third-Year Review) Policy and Procedures (see the UM Faculty Handbook of Policies and Resources), the School of Languages, Literatures, and Cultures has established the following procedures for the 3rd-year review of Assistant Professors:

The review is conducted by the APT Third-Year Review Subcommittee appointed by the SLLC Director in consultation with candidate’s chair during the semester preceding the semester of review (by October/March 15). The Third-Year Review subcommittee consists of three tenured faculty members, one of whom must come from outside the candidate’s department (or program, for SLA). Though not mandatory, it is recommended that the candidate’s mentor serve as subcommittee chair.

**Responsibilities of the Candidate**

It is the candidate’s responsibility to prepare a dossier according to SLLC guidelines as noted herein, including any additional information an individual department may require or recommend. The dossier must contain documents pertaining to the three standard areas of evaluation: Research, Teaching and Advising, and Service. These must include a personal statement, current CV, signed and dated, sample publication, and teaching portfolio, including any evidence of mentoring/advising. (It is the responsibility of the subcommittee chair to guide the preparation of the dossier. Candidates must be informed of any recommended or required ancillary materials by November/April 1 of the semester preceding the review). The candidate must submit the dossier to the chair of the Review subcommittee no later than the 1st day of class of the semester of review.

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1 In cases of delay of tenure clock, the 3rd-year review is delayed correspondingly (1 semester or 1 year).
Dossiers should be made available to members of the APT committee upon request.

Responsibilities of the APT Third-year Review subcommittee

Early in the semester of review (by the end of the 6th week), the subcommittee should prepare an evaluative report. The report, which will not be shared with the candidate either during or subsequent to the process, should be based on the dossier submitted by the candidate, on 1-2 page class observation reports by 2-3 tenured members of the candidate’s department (one may be from outside the department), and on teaching evaluations (all courses taught to date). No external evaluations will be sought for the third-year review. Should there be an insufficient number of tenured faculty in a given department, a faculty member from another department may be asked to observe a class. In addition, at least one member of the subcommittee should observe a class and submit a report. (It is strongly recommended that the candidate’s department chair and/or mentor plan class visits beginning in the candidate’s first year; it is likewise recommended that the periodicity of class visits be given consideration.)

The Director shall consider the subcommittee’s recommendation and either adopt or oppose it. In the event that the Director should wish further counsel, s/he may, at his/her discretion, call upon the APT committee for recommendation. The Director then meets with the candidate and his/her mentor to inform them of the outcome of the review. In the case of a 3-year renewal, the Director and mentor will offer feedback and advice on further progress toward tenure. A written record of the meeting will be kept in the candidate’s file, and he/she will be given a copy.

The Director reports the results of the completed review to the Dean and to campus offices as appropriate.

In the case of non-renewal, the candidate may appeal the decision in writing to the Director within fourteen days of notification of the outcome, explaining why he/she considers the outcome unjust or unsound. The Director shall then convene the APT committee for discussion and advisory vote. The Director will take the APT’s recommendation into account before making a final decision. If the decision to renew remains negative, the candidate may appeal the decision to the Dean, who will assemble a committee of SLLC faculty and review the decision.

Communications to the candidate on the occasion of the third-year review imply no commitment concerning future recommendations for tenure and promotion; any reservations should be clearly stated during the discussion of next steps in the progress toward tenure.

This document will take effect for all faculty hired subsequent to ratification by the tenured faculty of the School and for all faculty hired previous to its ratification who so choose.

4. Promotion requests
Any tenured or tenure-track SLLC faculty member may request, in writing and by March 1 of any year, that a formal review for the purpose of recommending tenure or promotion for him or her be held during the following academic year.

5. Emeritus status
Faculty wishing to apply for emeritus status must have worked in the School for a minimum of ten years. They need to have shown excellence in one or more of the areas of teaching, research, and service.

6. Promotion and Tenure Procedures

The APT Committee shall serve as the body that reviews all candidates for promotion to Full Professor and for promotion to tenured Associate Professor, and for tenure at the rank of Associate Professor.

a. Each spring the APT Committee shall meet during April to identify all candidates for promotion or promotion and tenure the following year. All Assistant Professors who will enter their mandatory review year (normally the sixth year) the following fall must be reviewed. In addition, any other Assistant Professor may request to be considered for promotion and tenure in the following year, prior to the sixth year. It is the responsibility of the candidate to communicate to the Chair of the APT Committee prior to May 1st her/his desire to be reviewed early for promotion and tenure. Similarly, the APT Committee must identify any Associate Professor who must be considered for deferred tenure; and any Associate Professor who wishes to be considered for promotion to Full Professor the following fall, must communicate this to the chair of the APT Committee in writing prior to May 1st.

b. The Director, in consultation with the Chair of the APT Committee, will appoint a separate three-person, ad hoc Promotion Review Subcommittee to assemble the case for promotion for each candidate for promotion, for tenure, or for promotion and tenure. Each subcommittee will be chaired by a Full Professor -- wherever possible from the same language as the candidate -- and two other members of the APT Committee, at least one of whom must be from an area of specialization related to that of the candidate. The Chair of this subcommittee shall be the Faculty Spokesperson, responsible for presenting the case for promotion or promotion and tenure to the School APT Committee, as well as to the College and Campus Committees, if necessary.

c. It is the responsibility of the Subcommittee to assemble the evidence for promotion/tenure based on the scholarship/creative work, the teaching and advising, and the service of the candidate. To assist in assembling this evidence, the candidate is responsible for providing a curriculum vitae* in the approved format, signed and dated; reviewing and signing the descriptive report; providing a personal statement if he/she desires; suggesting names of qualified external evaluators*; providing such documentation on teaching as he/she possesses (such as a teaching portfolio, etc.); providing copies of publications or other forms of scholarship*; selecting samples of scholarship to accompany the dossier to higher levels of review; providing the Subcommittee with any other information that the candidate wishes considered as part of the evidential base.

* These must be made available prior to June 1st.

d. The Subcommittee shall be responsible for compiling the list of authorities in the candidate's field from whom the School will solicit evaluations of the candidate. The actual solicitation of letters is sent out over the signature of the Director of the School and, in order to give the
evaluators time to respond, should have taken place by June 15th prior to the review. The completed dossier must contain no fewer than six letters of evaluation, at least two (but not more than half) of which come from evaluators suggested by the candidate. These letters are, of course, confidential.

e. The Subcommittee prepares the descriptive report and submits it to the candidate for her/his review, signature, and possible emendation.

f. The Subcommittee is also responsible for reviewing the evidence submitted by the candidate concerning her/his teaching and service. Once the external evaluations come in, the Subcommittee prepares a report on the candidate's qualifications in the three traditional areas: scholarship and creative work, teaching and advising, and service. The Subcommittee may divide up the work of preparing this report any way it sees fit, but the report must address the three traditional areas as well as the comments of the external evaluators.

g. Prior to the mid-October meeting of the School APT Committee the Subcommittee report, along with all the letters received and the evidence submitted on teaching, shall be made available to the entire membership of the School APT Committee. The mid-October meeting shall be scheduled by the Chair of the APT Committee working with the Director of the School to meet the deadline for submission of promotion/tenure materials for review by the College (normally November 1 for promotions to Associate Professor, three weeks later for promotions to Full Professor).

h. At the mid-October meeting the body of Full and Associate Professors shall consider this report as the focal point of its discussion of the candidate, examine the candidate's qualifications, and vote on the candidate. The body of Full Professors shall vote on Promotions to Full Professor and the body of Full and tenured Associate Professors shall vote on promotions to Associate Professor. Untenured Associate Professors have voice but not vote on promotions to the rank of tenured Associate Professor.

i. The vote shall be conducted by secret ballot of those attending the meeting; an absentee unable to attend the meeting may make arrangements -- in advance -- to submit an absentee ballot only after attesting the he/she has reviewed the candidate's dossier. A simple majority of those voting (at the meeting and by previously submitted absentee ballot) shall constitute the APT Committee recommendation for or against promotion.

j. Once this vote has been taken, the Chair of the APT Committee shall determine whether the subcommittee report shall be adopted -- either as is or as amended -- as the report of the APT Committee. If the report is to be amended, those emendations will be made by joint effort of the Subcommittee and the APT Committee Chair. Once the report is completed and signed, it shall be made available to the Director of the School, who bears the responsibility for compiling the dossier to be sent to the Dean together with the Director's own recommendation on the candidate.

In case of a tied vote on the candidate in the School's APT Committee, two reports are necessary; one will be adopted by the Chair of the APT Committee on the basis of the Subcommittee report, the other will be adopted by a representative of the half of the APT Committee that voted the opposing way. The Director will forward the two reports together
with his/her own recommendation to the Dean.

k. Once the candidate's dossier has been sent to the Dean, the Director prepares a letter to the candidate informing him/her of the recommendation of the faculty APT Committee (including the vote) as well as of the Director's own recommendation.

* For further details (e.g. Elements in a Dossier, Format of a Curriculum Vitae, Sample Letter to External Evaluators, etc.) please consult the yearly Guidelines for Appointment, Promotion, and Tenure provided by the Associate Provost for Faculty Affairs and, for the APT Chair and the Director, the yearly Memorandum on Appointment, Promotion, and Tenure Cycle provided by the Office of the Dean.

SECTION VI. MERIT PAY PLAN

A. SLLC Salary/Merit Procedure: Structures and Responsibilities

1. Membership and Structure of Salary/Merit Committee

   The SLLC Salary/Merit Committee (SMC), advisory to the Director, is composed of 14 faculty members, elected by anonymous ballot (2 from each department and SLA) for a 2-yr term. Insofar as possible, the composition of the SMC should reflect the gender and racial diversity and breadth of interests within the School. A vote is conducted to identify both a SMC Chair and a SMC Chair Apparent, who will take over the chairship the following year. The SMC is then divided into 3, 4-member subcommittees (covering research, service, teaching), not to include the Chair or Chair Apparent. Each subcommittee will select a chair from among its ranks. A subcommittee quorum consists of 3 members.

2. Role of SMC Chair and Chair Apparent

   Preside over initial SMC meeting; facilitate division of SMC into subcommittees; coordinate reporting dates; consult with subcommittees on as needed basis. Tally points of three subcommittees; average cumulative score with that of the preceding two years; communicate results to Director in writing. Inform faculty in writing of criteria used by each subcommittee. Serve as Appeals contacts. Work with Director to address cases of compression/equity.

3. Role of Subcommittees

   Develop criteria for evaluating research/teaching/service. This would normally be wholly or in part based on criteria inherited from subcommittee of previous year. Evaluate faculty performance according to principles outlined below. Report results to
Chair and Chair Apparent as discrete figures. Each subcommittee evaluates a single category and is not privy to the determination of cumulative points.

4. **Role of Advisory Council**

   Every three years, set percentage of merit pool, up to a maximum of 50%, to be allocated to equity/compression adjustments through process outlined below.

5. **Role of Faculty**

   Complete FARs by campus deadline; supply current, signed CVs to Academic Affairs by FAR deadline; attend to Principles of Evaluation outlined below.

6. **Role of Office of Academic Affairs**

   Supply FARs and CVs to SMC in timely manner; provide list of items to be taken into consideration in committee deliberation (such as: compensation in the form of stipends and/or course releases; dates of sabbatical and other leaves; special assignments; previous FARS [on request]); provide evaluative criteria from previous year; keep written, historical records; be available to attend meetings at the discretion of subcommittee chairs for clarification of information.

7. **Role of Director**

   Charge SMC Committee; review numerical results provided by the SMC; may alter results based on knowledge of particularly meritorious performance and other factors beyond the purview of the SMC; report final results to SMC Chair and Chair Apparent; work with SMC Chair and Chair Apparent to make equity adjustments; send letter to each faculty member containing his/her merit/equity pay (see item C), along with 1-year and 3-year-average scores, with notification of the appeals process; review makeup of the SMC over the previous five years to assure that a reasonable representation of faculty diversity has been achieved and take appropriate action to rectify anomalies; evaluate the salary structure of the School and consult with the appropriate administrators (Dean or Provost) to address salary compression or salary inequities not able to be rectified through internal process; obtain certification from the SMC that they have followed the department’s plan, or deviated from the plan, with a rationale.

B. **Principles of Evaluation**

1. **Evaluative categories**: research, teaching, and service are given equal weight in merit determinations.
2. **Evaluative range**: the spectrum of scores for each category runs from 0-3 (where 0 represents insufficient information). A maximum of one overall “special merit” point may be awarded for grants, awards, prizes and like honors, or performance beyond the scale of evaluation.

3. **Publication data**: all articles, book reviews, chapters etc. in both FARs and CVs must bear date of publication and page numbers. All work intended for review must be listed in English.

4. **Publication time frame**: points will be awarded only in year of publication. Only work published during the FAR period (Jan 1-Dec. 31) will be considered. See below for books.

5. **Books**: books will be awarded 3 points in the research category for three successive years. Additional work published the same year will qualify for the special merit point in the year of publication.

6. **Three-year accounting (campus mandate)**: each year, faculty members receive two numerical merit results. One, the total number of points for Research + Teaching + Service for that year. Two, the total points for that year averaged with those of the two previous years. Merit will be awarded according to the three-year average. (Each year of performance will thus count three times toward merit -- Abc, bcd, cde, def. In order to begin this new system of accounting, the first two years of the first cycle must provide a mechanism by which performance in 2009 and 2010 is given three-year credit. Starting with year 3, no adjustments will be needed).

    N.B. In years where leaves are at issue, a score of 2 is used as a place-holder to avoid a faculty member being penalized by a sabbatical or other leave. The spring semester of the first FAR cycle of an Assistant Professor will be treated as a leave.

7. **Treatment of numerical results**: throughout the process, results will be reported as single numbers, free of evaluative terms or qualitative ranges (such as: 3= high merit; 4-6 = average merit, etc.).

8. **Monetary value of points**: each point will have the same monetary value. To arrive at this value, the total SLLC merit pool (dollars) will be divided by the total number of points awarded to SLLC faculty overall. To arrive at individual merit pay totals, the resulting per-point dollar amount will be multiplied by the number of points assigned to each faculty member. All faculty earning 1 or more total points will receive a merit raise.

9. No member of the SMC shall take part in the evaluation of his/her own performance. The Director's salary is set by the Dean of the College of Arts and Humanities.
C. Equity/compression, Funds and Procedure

Using the % of the merit pool set aside by the Advisory Council to address cases of salary inequity/compression, the Director will work with the SMC Chair and Chair Apparent to determine equity raises based on an anonymous list of faculty salaries with current years at rank. The Director has final discretion over the results, and reports them back to the Chair and Chair Apparent. The results are included in the Director’s written letters to individual faculty members.

D. Discretionary Pool

The Director retains discretionary use of merit pool to address exceptional circumstances. S/he will consult with Chair and Chair Apparent in all such cases.

E. Appeals Process

Faculty dissatisfied with the results of the Salary/Merit process can appeal to the SMC Chair and Chair Apparent, who will review a given FAR and CV, and either explain particular scores based on the criteria used by the committee or, in the event they feel revision is necessary, make their recommendations to the Director. The ultimate decision remains with the Director. An appeal must occur within 14 days of receipt of the Director’s letter conveying the initial merit decision.

F. Job-secure Lecturers (henceforth Distinguished Senior Lecturers):

Chairs and Program Directors in the three appropriate units will review the FARs of all Distinguished Senior Lecturers. In cases where a DSL has, in a given year, either excelled in terms of time given to position or impact of their efforts, s/he is proposed to the Director for merit increase. The Director has sole discretion over the decision and the amount, not to be less than the dollar value of 1 point in any given cycle.

SECTION VII. PERIODIC FACULTY REVIEW (2003, policy debated AY11 in AC)

Introduction

Appendix (A), establishment of a standing Faculty Review Committee, represents the response of the School of Languages and Literatures to the following mandate from the Campus Senate as stated in its "Policy on Periodic Evaluation of Faculty Performance" (document no 94-95-13Z), produced in accordance with the Board of Regents Policy on Evaluation of Performance of Faculty (II.1-20):
With the intent of facilitating continued professional development of the faculty, faculty members shall undergo formal periodic review of their professional activities. For the purposes of this Policy, the term "faculty" shall be defined as tenured faculty, and instructors and lecturers with job security. The primary purpose of this periodic faculty review is to

1. recognize long-term meritorious performance;
2. improve quality of faculty efforts in teaching, scholarship, and service;
3. increase opportunities for professional development; and uncover impediments to faculty productivity.

Each academic unit shall develop a plan for periodic review of faculty as part of its Plan of Organization. This review process should be consistent with traditional principles of peer review, and should provide for the comprehensive review of each faculty member no less frequently than every five years. Separate reviews mandated for consideration for promotion in rank or for review of faculty administrators may substitute for this faculty review. In those cases, those review policies shall take precedence.

It is assumed that the following procedures will be conducted in the spirit of collegiality and with respect for the rights of academic freedom of individual faculty.

* * *

Faculty Review Committee

1. The Faculty Review Committee will consist of five full-time tenured faculty members. Four members, one from each language section (Asian and East European; French and Italian; Germanic Studies; and Spanish and Portuguese), will be selected by the Advisory Council (Unit Chairs). The fifth member, ordinarily from the candidate's language unit, will be chosen as a resource person by the candidate under review. The terms of service of the four language section members will, in so far as possible, be for two years with two persons rotating off the Committee every year to ensure continuity of membership. (To establish this Appendix A: Periodic Faculty Review rotation for the first cycle, two members, from separate sections to be determined by the Committee, will serve only one year.) At its first meeting, the Committee will elect a chair from among its members. The Committee will establish the policies and procedures for conducting the review process within the context of the principles outlined in this document.

2. Each faculty member (tenured faculty and instructors and/or lecturers with job security) will be reviewed every five years in a rotation decided upon by the committee. The candidate to be evaluated first will be the one who has not been reviewed for the longest period of time or who has been at a particular rank for the longest period of time.

3. The Faculty Review Committee will review and evaluate each full-time faculty member for teaching, advising and other educational activities; for research, scholarly and creative work; and for service to the University, community, and professional organizations.
4. The load of reviews in any year will be divided equally between September reviews, for which faculty under review will submit materials by the beginning of Fall semester, and February reviews, for which a second group of faculty will submit materials by the beginning of Spring semester.

5. The evidential base upon which the review will be conducted will consist of a portfolio compiled by the faculty member under review including the following:
   * a current curriculum vitae,
   * one sample piece of research (published or work in progress),
   * Faculty Review Forms from each of the past five years,
   * teaching evaluations from the last five years,
   * a statement by the faculty member of his/her development of research and/or creative work, teaching, and service since the previous review.

The faculty member is entitled to submit other supporting material relating to her or his teaching, scholarly and/or creative work, and service activities.

6. The Faculty Review Committee's report should be an assessment of the faculty member's performance and where necessary it should identify issues and areas that require discussion between the faculty member and the Director which may form the basis for a plan for professional development. Faculty will have the right to review the appraisal and submit a response to the Committee, ordinarily within 14 days. The report will remain a confidential document.

7. The Committee report along with the entire faculty file will be forwarded to the Director and should be the basis for a discussion between the Director and the faculty member. In negotiation between the faculty member and the Director (and in consultation with the faculty member's Unit Chair), a written Career Development Plan will be created which will set goals for enhancing meritorious work and/or improving less than satisfactory performance. The review process should be completed by the end of the semester in which it commenced. All deliberations in the review process and all documents issuing therefrom will remain strictly confidential and in the unit and/or School.

8. Faculty who are being or have been reviewed for promotion in rank or for administration service will substitute this review for the faculty performance review procedure until the next five year cycle.
Periodic Faculty Review Evaluation
Name: ________________________

Career Development Plan for the Next Five Year Period

1. Teaching Remarks: ________________________________
   ____ Satisfactory ________________________________
   ____ Needs improvement __________________________

2. Research Remarks: ________________________________
   ____ Satisfactory ________________________________
   ____ Needs improvement __________________________

3. Service Remarks: ________________________________
   ____ Satisfactory ________________________________
   ____ Needs improvement __________________________

4. Career Development Plan:

I have seen this form and agree __ or disagree __ with the above statements.

_________________________  _________  _______________________  ____________
Faculty Member      Date   Director of School     Date
SECTION VIII. CODA

1. Approval of Plan of Organization

This Plan of Organization shall be put to a vote by all eligible School-wide Assembly members, as defined above. If approved by a simple majority of those casting votes, the Plan will then be submitted to the Dean of the College of Arts and Humanities for approval.

2. Timetable for the implementation of the Plan of Organization

The Plan of Organization will go into effect the semester following its approval by all appropriate administrative units and the Campus Senate, and shall be reviewed every five years in accordance with campus policy. [The question of the AC representation will be revisited in 2011.]

3. Amendments to the Plan of Organization

Once approved, amendments or revisions of this Plan of Organization may be proposed by the AC and/or by a petition signed by 25% of the School's tenured, tenure-track, and job-secure faculty and submitted to the AC. Amendments shall become part of the Plan of Organization if, in a School-wide referendum, they receive a simple majority of votes cast.

The AC shall ensure that School-wide referenda are conducted in a timely, just, and appropriate manner.

(Rewritten and adopted by School-wide Assembly in May 2009; approved by ARHU Collegiate Council Nov. 20, 2009; revisions re: Associate Director positions and Third-Year Review adopted and incorporated June 2011, along with relevant portions of 2005, 2003 addenda; revised Merit Pay Plan approved by Senate April, 2012)