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A. The University Mission Statement

As an institution within the Maryland community of public higher education, Salisbury State University has developed a unique Mission Statement. This Mission Statement provides the justification for all activities the university undertakes and establishes institutional goals.

Mission

Salisbury State University's mission is to cultivate and sustain a superior, student-centered learning community where students, faculty and staff are viewed as both teachers and learners, and where a commitment to excellence permeates all aspects of University life. We recruit exceptional and diverse faculty, staff, undergraduate and graduate students and support them as they work together to reach the University's goals. Serving Maryland and the Mid-Atlantic region, we are concerned participants in responding to the educational, economic, cultural and social needs of our community and believe that service is a vital component of civic life. Our highest purpose is to empower our students with the knowledge, skills and core values that contribute to lifelong learning and active citizenship in a democratic society and interdependent world.

Values

The core values of Salisbury State University are excellence, student-centeredness, learning, community, civic engagement, and diversity. We believe these values must be lived and experienced as integral to everyday campus life so that students make the connection between what they learn and how they live.

1. Excellence

Excellence, the standard against which all University activities and outcomes are measured, connotes the perfection and the quality for which we strive and hold ourselves accountable. We accept the notion that the quality of a university depends on the heads and hearts of those in it.

2. Student-Centeredness

Our students are the primary reason for our existence. Our focus is on their academic and individual success and on their health and well-being. We are committed to helping students learn to make reasoned decisions and to be accountable for the outcomes of the decisions they have made.

3. Learning

We believe that learning is fundamental to living a life with purpose in an increasingly interrelated world and that our role is to teach students not what to think, but how to think. The University introduces students to a system of ideas about the nature of humanity, the universe, and the world created by art and thought. Through active learning, service learning, international experience and co-curricular activities, students connect research to practice, and theory to action.

4. Community

Salisbury State University takes pride in being a caring and civil place where individuals accept their obligations to the group, learn through their interactions and relationships with others, where governance is shared, and where the focus is on the common good. We honor the heritage and traditions of the institution which serve as a foundation for future change.

5. Civic Engagement

The University stands as a part of, rather than apart from, the local and regional community. Recognizing its history and traditions, we seek to improve the quality of life for citizens in the region. We believe it is our responsibility to enrich cultural life, enhance the conduct of public affairs, and contribute to the advancement of the region. We seek to instill in our students a lifelong commitment to civic engagement.

6. Diversity

Salisbury State University views itself as a just community where there is respect for the value of global, societal, and individual differences and commitment to equal opportunity. Diversity is purposefully cultivated as a way to strengthen and enhance our University community.

B. University Administration

The president of the university, as its chief executive officer, is responsible for the administration and supervision of the institution. As a part of this overall administrative and supervisory responsibility, the president makes all administrative appointments at the university. Administrative positions at the university are twelve month appointments unless otherwise specified.

The design for administration leadership developed by the president of Salisbury State University is depicted in the president's organizational chart which is available upon request in the President's Office.

The organizational chart shows the distribution of university leadership to a provost and vice presidents of administration and finance, student affairs, and university advancement and each with responsibility for the administration and supervision of a major aspect of the university's operation. Provost and vice presidents are assisted by administrators of specific campus units. The organizational design shows formal authority flowing in a direct line from the president to the provost and the vice presidents, and from the provost and the vice presidents to administrators in the components for which the provost or the vice presidents have responsibility. In addition to a hierarchical structure of authority, Academic Affairs' organizational chart shows that direct, cross cooperation between the units which comprise Academic Affairs and Administration is expected because of the shared responsibility of these units for students' experiences at the university.

C. Organization and Administration of the Academic Program

The academic program at Salisbury State University is administered by the provost who has responsibility for development of the overall curriculum and management of the fiscal resources and faculty which support and implement the program. The provost delegates responsibility for administering the academic program to the deans of the schools of the university who are in turn assisted in operationalizing the academic program by the department chairs of the schools. The structure of the provost's responsibility for the academic program is depicted in the Academic Affairs' organizational chart which is available upon request in the Provost Office.

Deans' responsibilities include personnel and resource management, curriculum development and general administration. Deans implement these responsibilities cooperatively with department chairs and determine in consultation with them the specific activities which they will carry out as part of the day to day operation of the academic program. Complete and detailed descriptions of the roles and responsibilities of deans and department chairs may be found in Salisbury State University's *Academic Administrators' Handbook*.

Deans and department chairs serving as academic administrators at Salisbury State University for the 1996-97 academic year are listed below. School and departmental affiliations and year of appointment are noted for each administrator.

Franklin P. Perdue School of Business

Dr. Richard Bebee, Dean, 1991
Dr. Gerard DiBartolo, Associate Dean, 1998
Mrs. Lee Townshend, Director, Academic Services, 1989
Dr. Robert Dombrowski, Department Chair, Accounting and Legal Studies, 1992
Dr. Herman Manakyan, Chair, Economics and Finance, 1999
Dr. Jeffrey Kottemann, Department Chair, Information and Decision Sciences, 1994
Dr. Wayne Decker, Department Chair, Management and Marketing, 1991
Mr. Wayne Bradford, Director, Graduate Studies, 1996

School of Education & Professional Studies

Dr. Beth Barnett, Dean, 1998
Ms. Diana Wagner, Advising Services Coordinator, 1999
Dr. Michael Vienna, Director, Athletics, 1993
Dr. Ellen Whitford, Department Chair, Education Department, 1996
Dr. Dean Burroughs, Department Chair, Physical Education, 1993
Dr. Marvin G. Tossey, Department Chair, Social Work, 1991

School of Liberal Arts

Dr. Ronald Dotterer, Dean, 1993
Dr. Maarten Pereboom, Assistant Dean, 1998
Dr. K. Peter Lade, Coordinator, Anthropology, 1990
Dr. Paul Flexner, Department Chair, Art, 1997
Mr. Paul Scovell, Department Chair, Communication Arts, 1993
Dr. Connie Richards, Department Chair, English, 1987
Dr. Ray Thompson, Department Chair, History, 1990
Ms. Cecilia Acocella, Liberal Studies Program, Advising Services Coordinator, 1999

School of Liberal Arts (continued)

Dr. Keith Brower, Department Chair, Modern Languages, 1999
Dr. Richard Johnson, Department Chair, Music, 1994
Dr. Jerry Miller, Department Chair, Philosophy, 1996
Dr. Harry Basehart, Department Chair, Political Science, 1994
Dr. Natalie Hopson, Department Chair, Psychology, 1999
Dr. Charles Cipolla, Department Chair, Sociology, 1999

Richard A. Henson School of Science and Technology

Dr. Thomas W. Jones, Dean, 1998
Ms. Marylane McGlinchey, Advising Services Coordinator, 1996
Dr. Ellen Lawler, Department Chair, Biological Sciences, 1999
Dr. Elichia Venso, Director, Environmental Health, 1993
Dr. Judith Stribling, Director, Environmental Marine Science, 1997
Dr. Calvin Thomas, Department Chair, Geography, 1985
Dr. Kathleen Shannon, Department Chair, Mathematics and Computer Science, 1999
Dr. David Rieck, Department Chair, Chemistry, 1995
Dr. Asif Shakur, Department Chair, Physics, 1997
Dr. Lisa Seldomridge, Department Chair, Undergraduate Nursing, 1996
Dr. Karen Badros, Director, Graduate Nursing Program, 1996
Ms. Johanna Laird, Department Chair, Health Sciences, 1986

D. The Salisbury State University Forum

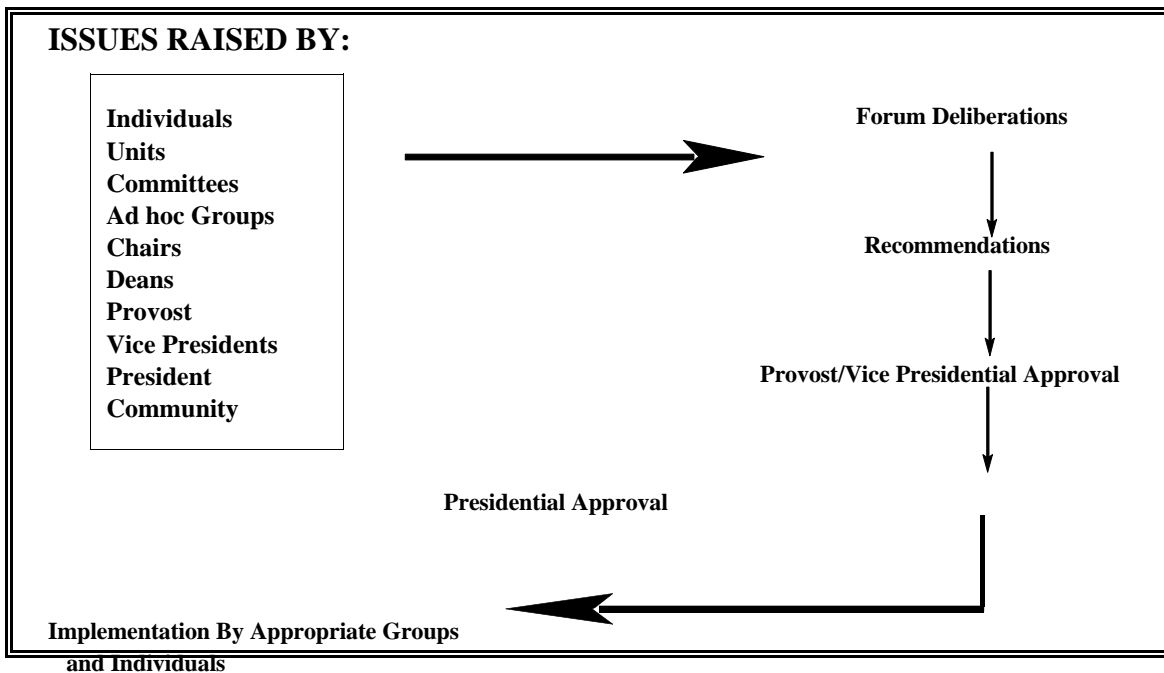
Faculty participation in the academic governance of Salisbury State University's undergraduate programs is accomplished through the Salisbury State University Forum. The voting membership of the Forum includes all full-time faculty and certain administrators other than the president. The president serves as a non voting, consulting member.

The Forum is a "legislative, deliberative, and consultative body with power to make studies, reports, recommendations, and decisions in any and all fields pertinent to the well-being of the university." It exercises "legislative functions in matters of educational policy affecting the university..." and is "consulted as a whole body on policies, proposals, and problems of institutional or professional concern."

The Forum develops policies and procedures for recommendation to the president through the work of its standing and ad hoc committees as well as through its deliberations as a whole body. The Forum meets monthly in September through December in the fall semester and monthly in February through May in the spring semester. Committees of the Forum also meet regularly, some as often as weekly.

While the policies and procedures which guide the operation of the academic program are ultimately the responsibility of the academic administration and the president of the university, recommendation for policies and procedures for directing the undergraduate academic program arise from an interactive, issues-discussion process in which the Forum plays a signal role. This discussion process is depicted in the table below.

Discussion of Academic Issues at Salisbury State University



The Bylaws of the Salisbury State University Forum and descriptions of the standing committees of the Forum and the responsibilities of those committees are as follows:

BYLAWS OF THE SALISBURY STATE UNIVERSITY FORUM

(Note: The Bylaws are currently under revision.)

Article I

Name and Functions

- Section 1. The name of the organization shall be the Salisbury State University Forum, hereinafter referred to in this document as the Forum.
- Section 2. The Forum shall be a legislative, deliberative, and consultative body with power to make studies, reports, recommendations, and decisions in any and all fields pertinent to the well-being of the University. It shall exercise legislative functions in matters of educational policy affecting the University, but no such action shall take effect unless approved, when necessary, by the president and also, when necessary, by the appropriate governing board. The Forum shall act as a channel of communication between and among the student body, the faculty, and the administrators on matters of personal and professional interest.
- Section 3. The Forum shall be consulted as a whole body on policies, proposals, and problems of institutional and/or professional concern. In exceptional policy cases the president or one of his/her officers may reserve the right not to consult the Forum before acting. In such cases the president shall inform the Forum of his/her actions.
- Section 4. The Forum shall have such additional powers as may hereafter be delegated to it by the president of the University or by the Board of Regents and shall have the power to enact, amend, and repeal its own bylaws for its internal functioning.
- Section 5. The standing committees shall report regularly to the Forum on the status of their deliberations and on their decisions on any action affecting the general welfare of the Forum or representing problems of institutional and/or professional concern. To facilitate this process, each committee, unless specifically exempted by the Executive Committee, shall submit all reports, recommendations and actions to the Executive Committee of the Forum, which shall then determine which actions of committees meet these criteria. Prior to submission to the appropriate administrator or office, all such reports, recommendations or actions of committees shall be brought before the Forum for final action. Each of the standing committees shall submit a written summary annual report to the Chair of the Executive Committee in May.

Article II

Membership and Officers

- Section 1. The membership shall consist of the following:
- a. The president as a nonvoting, consulting member.
 - b. All persons currently holding faculty rank on a full-time appointment.
 - c. Provost, vice presidents, deans and associate deans and other administrators having ex officio status on standing committees.

- d. Other administrative officers whose primary concern is with students' academic and campus life and whose membership shall be decided by majority vote of the Forum.
- e. Professional librarians who hold tenure-track appointments.
- f. Laboratory assistants, laboratory technicians, graduate assistants, and other individuals in supportive positions shall be ineligible for membership unless otherwise voted by the Forum.
- g. All students currently serving on the executive board of the Student Government Association (SGA).
 - h. All questions of doubt as to eligibility for membership shall be decided by majority vote of the Forum.

Section 2. Academic Deans are not eligible for election to Forum Committees.

Section 3. The officers of the Forum shall be designated as Chair, First Vice Chair, Second Vice Chair, Corresponding Secretary, and Recording Secretary. Said officers shall constitute the Executive Committee. The First Vice Chair shall serve as Chair in the absence of the Chair. The First Vice Chair is designated as Chair Elect and shall succeed the Chair. If necessary, the Second Vice Chair shall assume the chair in the absence of the Chair and the First Vice Chair. All officers must have been members of the Forum for at least three years at the time of their election. Vacancies in office shall be filled by regular nomination and election procedures.

Section 4. The officers of the Forum shall be elected by a majority of those members present and voting during the regular April meeting of the Forum. They shall assume office on the first regular meeting of the Forum to be held in September of each year.

Section 5. The term of office of the officers shall be one year.

Section 6. A legal Forum quorum shall consist of at least seventy-five voting Forum members. Less than a legal quorum shall not transact the business of the Forum.

Section 7. A Parliamentarian shall be appointed annually by the Executive Committee.

Article III

Procedures

Section 1. The Forum shall meet in an open plenary session at least seven times in each academic year and more frequently if necessary, subject to the decision of the majority of the Executive Committee. The seven regular meetings shall be held during the months of September, October, November, February, March, April and May; the meeting schedule may be adjusted to be compatible with the academic calendar.

Section 2. Special meetings shall be called by the president according to his/her judgment or by the Forum Chair whenever requested by at least thirty voting members of the Forum.

Section 3. The Corresponding Secretary shall by Forum Bulletin or other appropriate means, keep the Forum members informed of the activities of the Forum, the dates, places and (so far as feasible) the agenda of future meetings of the Forum. The Corresponding Secretary shall distribute the minutes to the members at least forty-eight hours before the next regular meeting.

Section 4. Elections shall be held at the regular May meeting each year. They shall be by secret ballot under the direction of the Nominations and Elections Committee.

Section 5. The rules of procedure in Forum meetings, except as otherwise specified herein, shall be those presented in the current edition of Robert's Rules of Order.

Section 6. The bylaws of the Forum shall be amended only at an open plenary session of the forum by at least two-thirds of the members voting. A proposed amendment must be presented to the entire membership of the Forum in writing at least thirty days prior to the meeting at which the vote is to be taken. Amendments may be proposed by the Executive Committee, by any standing committee of the Forum, or by petition by twenty voting members.

Article IV

Relationships

Section 1. The Board of Regents has final legal authority on all policy matters.

Section 2. Any action that requires the approval of the president shall be forwarded to him/her at once. The president shall submit his/her approval or disapproval with due expedition to the Chair of the Executive Committee for referral to the appropriate committee or to the Forum prior to its next regular meeting.

Section 3. Any action of the student body that requires the attention or approval of the Forum shall be submitted to the SGA, who in turn will submit the action to the appropriate standing committee for review. In special cases involving a degree of urgency or a time constraint, the student representatives may submit the action directly to the Forum. Any action of the Forum that requires the attention or approval of the SGA shall be submitted to the student representatives.

Article V

University Forum Committees

Section 1. The greater part of the work of the Forum shall be performed by standing committees. The standing committees of the Forum shall be empowered to make studies, reports, recommendations and decisions in those areas which fall within the purview of their delegated responsibilities. Categories of standing Forum Committees shall be designated (1) University Function Committees, addressing matters of University wide interest, and (2) Faculty Committees addressing faculty personnel matters.

All reports, recommendations and decisions of the standing or ad hoc committees of the Forum shall be submitted to the Executive Committee prior to forwarding to the appropriate administrative officer or other implementation. The Executive Committee will determine whether such may be implemented, placed on the agenda of the next Forum meeting, returned to the originating committee to make the format suitable for consideration by the administration or the Forum, or referred to another committee for additional consideration or comment. The Executive Committee will not alter the contents of such documents or the intent of the committee's action in this process.

The Forum may request a delay in an administrative action on any recommendation made by any standing committee or ad hoc committee if it deems appropriate to conduct its own review of an issue and make a recommendation of its own regarding such issue. The chair person of the Forum may

appoint an ad hoc committee of the Forum to review the issue or may lead the Forum in an open discussion. An opposing recommendation by the Forum will be made if it gains a majority vote on the floor of the Forum. The recommendation shall supersede that of the standing committee. Unless extended by the Chair of the Forum reviews will be conducted and recommendations made within thirty days of the date on which the request to delay action was made.

Committee members shall be nominated in accordance with policy established by the Nominations and Elections Committee, except as otherwise specified herein. Provision shall be made by the Nominations and Elections Committee for regular rotation in membership on the various committees to ensure continuity. Except as herein stated, no committee member shall serve more than two consecutive full terms, nor shall any committee have two representatives from any one department. A Salisbury State University Forum member will be ineligible for committee service during sabbatical leave or leave of absence.

Forum ad hoc committees shall be formed with the approval of the Executive Committee, which will notify the Forum of the Committee's formation in order that members may volunteer to serve on it. Unless otherwise designated, each committee shall elect its own officers. No Forum member shall be elected as a voting member on more than two standing committees.

Section 2. Standing Committees of the Forum

University Function Committees

1. Executive Committee - The purpose of the committee shall be:
 - review all agendas, minutes, reports, recommendations and actions of all committees to determine whether the actions and/or documents involve matters of general, institutional, or professional interest which should be brought before the Forum.
 - prepare for distribution before meetings the topics/subjects for Forum deliberations;
 - recommend policies and procedures governing relationships among and between the Forum, the president and the student body;
 - resolve questions of purview of any standing committee of the Forum;
 - make an effort to resolve any conflicts and differences in the recommendations of the standing committees;
 - establish Forum ad hoc committees.
 - insure Forum Committees report regularly to the Forum.
 - maintain records of Forum business to include committee minutes, committee summary reports, and an up-to-date copy of the Forum Bylaws.
2. Nominations and Elections - The purpose of the committee shall be to:
 - study, recommend, and execute policies and procedures, regular or special, on elections;

- seek nominations from the Forum membership to stand for election of appropriate standing committees;
- establish policies for filling vacancies that occur between elections.

The Committee shall be comprised of six Forum members. All members shall be elected by the University Forum at the May meeting to assume office in the first regular meeting of the Forum in September. Members shall serve a three-year term of office with two members retiring annually.

3. Student Affairs Committee - The purpose of the Committee shall be to formulate and suggest policies for meeting the financial, emotional, social and academic needs of the students. From time to time the Committee shall prepare and transmit to the Student Affairs reports and recommendations with respect to the following:
 - a. Needs of the student population and development of programs in response to those needs.
 - b. Coordinating student activities and the program efforts of individual organizations.
 - c. Student participation in the cultural and social activities of the University.
 - d. Development and maintenance of an atmosphere on campus that is conducive to learning.
 - e. Periodic evaluation.

The Committee shall be comprised of the Student Affairs (ex officio and voting) or his/her designee, four members of the faculty nominated and elected at large by the Forum, serving two year terms with two retiring annually, and three students, one of whom must be a senior and one of whom must be a junior, selected in a manner determined by the Student Government Association. Student members may be elected to succeeding terms. Director of Administrative Services, Director of Student Counseling Services and Director of Residence Life, all ex officio and nonvoting.

4. University Judicial Board - The University Judicial Board is a hearing committee of representatives of the student body, the faculty, and the administration of the university. The Board shall consist of three students and an alternate elected for a one year term in a manner determined by the Student Government Association; two faculty members and an alternate nominated and elected at large by the faculty membership of the Forum for two year terms, one retiring each year and two members of the university administration, appointed by the president, serving a two-year term, one retiring annually. The Chair shall be chosen by the Committee annually at the first meeting subsequent to the elections.

The University Judicial Board will serve as the highest appellate board in the University judicial system, and will exercise original jurisdiction in cases involving students and teaching faculty, and student and administrative faculty. The functions and procedures of the Board are specified in the Student Handbook.

5. Committee on Admissions and Readmissions - The purpose of the Committee on Admissions and Readmissions shall be to initiate and administer policy on admissions, readmissions, academic standing and retention.

The Committee shall consist of the Student Affairs, or his/her designee, Dean of Admissions, the Director of Special Academic Programs, and a professional staff representative from Student Counseling Services (all ex officio and voting), and six members from the faculty. Faculty committee members shall be elected by the Forum and serve three year terms, two retiring annually; two student members shall be selected annually in a manner determined by the Student Government Association. The Committee shall elect its chair annually.

6. Committee on Athletics - The Committee on Athletics shall serve as an advisory board to the director of athletics and as a communications liaison between the Athletics program and the various constituencies of the University. The committee shall primarily concern itself with the relationships among all academic matters and athletics. In particular, each year the committee shall review:

- The procedures for and problems arising from athletic eligibility; and
- Reports on academic progress and graduation rates of student-athletes; and
- Admissions profiles of student-athletes; and
- NCAA, conference, and University policies which affect the academic progress of student-athletes.

The Committee shall consist of eight members: The Director of Athletics or his/her designee (ex-officio and non-voting), the NCAA Faculty Athletics Representative*, four elected Forum members serving three year terms (one retiring each year, two retiring every third year), and two student members serving one year terms (selected in a manner determined by the Student Government Association). The Committee shall elect its chair annually from among the elected Forum members.

*The NCAA Faculty Athletics Representative, appointed by and serving at the pleasure of the president of the University, shall be a member of the teaching faculty who neither reports to the Director of Athletics nor is a member of the athletics staff.

7. Honors Convocation Committee - The Committee shall, with regard to the awarding of academic honors, have the following responsibilities:
 - a. Be responsible for selecting, from a list of nominations made by the faculty at-large, recipients for the Achievement Key and the Campus Life awards.
 - b. Sanction the presentations of all awards at the annual Honors Convocation.

- c. Select the speaker for the annual Honors Convocation.
- d. Serve as an advisory body in matters related to Honor Societies and awards.
- e. Serve as a selection board for students eligible for graduation with honors.
- f. Serve as a hearing board to review the selection of students for graduation with honors in cases in which an inequality appears to exist.

The Committee shall consist of six Forum members elected to three-year terms, two retiring each year.

- 8. Long Range Academic Planning Committee - The purpose of the Committee shall be to:
 - a. Study trends in higher education in order to appraise the programs of Salisbury State University.
 - b. Define the mission of the University in terms of the constituency it serves, particularly from the stand-point of curricular offerings, both undergraduate and graduate.
 - c. Assess the resources of the University to meet the needs identified.
 - d. Recommend programmatic changes consistent with changing enrollment patterns and/or the educational mission of the institution.

The Committee shall consist of the provost, or his/her designee (ex officio and nonvoting), the chair of the University Curriculum Committee, the associate vice president of institutional accountability research, (all ex officio and voting), and four representatives elected from the Forum, serving two-year terms with two retiring annually. The provost or his/her designee, shall serve as chair.

- 9. Traffic Safety Committee - The purpose of the Traffic and Safety Committee shall be to develop and recommend for implementation traffic and safety rules and regulations providing maximum use of existing facilities and the safe movement of pedestrian and vehicular traffic. The Committee will also act as a Board of Appeals concerning traffic charges. The Committee will deal with campus safety problems brought to its attention.

The Traffic and Safety Committee consists of eight members: two from the administration, appointed annually by the president; two from the Forum, nominated and elected at large by the Forum for two-year terms, one retiring each year; the Director of Public Safety who shall be ex officio and non voting; and three students selected in a manner determined by the Student Government Association. The Committee shall elect its Chair annually.

- 10. Cultural Affairs Committee - The purpose of the Committee shall be to improve the cultural atmosphere on campus and in the larger Salisbury community. Pursuant to this purpose the Committee shall assist in the sponsorship of the performing arts, lectures, films and exhibits in order to enrich and supplement the institution's educational mission. Cultural events of substance should bring faculty and students together for the free and open exchange of ideas central to a true community of scholars. Such events should represent the diverse cultural traditions that constitute the mind, heart and soul of the University and will reflect the cultural diversity of the institution and its constituents.

In pursuit of these goals, the Committee will support and suggest programs, annually review policy and funding, and make recommendations to the University Forum as needed. The Committee will also help to coordinate outside funding sources and will encourage both the administration of the University and Student Government Association to provide funds to subsidize worthy programs that reflect, in particular, the role of the arts in the lives of educated people.

The Committee shall consist of the Director of the University Center, the vice president of student affairs (or an appointed designee), both of whom are ex officio and voting, three members of the University Forum, nominated and elected at large for three-year terms, one member retiring each year, two students selected by the Student Senate, and the Chair of the Student Program Board, or a member of the Program Board designated by the Chair. Student members shall serve one-year terms. All members shall have equal voting power. The Committee shall elect its chair annually.

11. Space Utilization Committee - The purpose of the Committee shall be to assess the physical resources of the University in meeting identified needs and recommend changes consistent with the educational mission of the institution.

The Committee shall consist of the Provost (ex officio and voting), or his/her designee, the assistant to the president, the registrar, the director of institutional accountability research, the director of physical plant, all ex officio and voting and three members of the Forum and the president of the Student Government Association. Forum members will be nominated and elected at large and shall serve three-year terms, one member retiring annually. The Committee shall elect its chair annually.

12. Residence Judicial Boards - Two residence judicial boards hear cases involving breaches of the housing contract or violations of University policy which occur in or near residence halls. They serve primarily as appellate boards, reviewing original administrative hearings conducted by members of the housing and residence life staff.

Membership of each Residence Judicial Board is comprised of one member of the faculty elected at large by the Forum membership for a two-year term, one administrator appointed by the president for a one year term, and one student appointed by the University judicial administrator with the advice of the Student Government president. Each Residence Judicial Board shall elect a chair annually.

13. Student Campus Life Grievance Committee - This committee provides students with formal grievance procedures through which they may express substantive complaints about actions in campus life matters which they believe are unfair or which discriminate on the basis of race, sex, color, religion, national origin, age, sexual orientation, marital status, handicap, disability, a violation of the American With Disabilities Act as amended (or other appropriate federal, state or local status) or which violate established university procedures. In academic matters, the Academic Policies Committee will hear student grievances.

Membership on the committee is composed of three faculty members elected at large by the membership or the Forum for two-year terms, an administrator appointed by the president, and two students selected in a manner determined by the Student Government Association. The Grievance Committee shall elect a chair annually.

14. Instructional Technology Committee - The purpose of the committee shall be to advise the administration on the implementation of instructional uses of technology by encouraging

each school to have its own instructional technology plan and decision-making process; maintaining continuous information flow between the committee and schools; recommending a five-year, University-wide technology plan that details responsibilities and proposed instructional-technology activities of the Communications Center, Computer Services, Blackwell Library, the Office of Academic Affairs, the schools and other campus groups significantly concerned with instructional technology; by providing guidelines for making instructional technology decisions that affect more than one school or that deal with University-wide matters; and by coordinating cross-campus technology activities such as faculty training programs and cooperative technology planning when appropriate.

The Committee shall be composed of the following representatives:

One faculty elected from each of the four schools and two faculty elected at large. These faculty shall each serve three-year terms with two retiring each year. One representative each from Communications Center, Computer Services, Library and Academic Affairs, appointed by the directors of these units for three-year terms.

15. Committee on Multi-Ethnic Concerns - The purposes of the committee shall be 1) to provide structure and to develop procedures for successful minority recruitment and retention at the University by developing and implementing minority outreach initiatives in the local and regional community, and by developing and implementing opportunities for positive multi-cultural experiences for all students at the University; and 2) to facilitate the development and maintenance of a campus environment that provides support services and programs to ensure each student the fullest opportunity to succeed academically and socially.

The committee shall be divided into two subcommittees to address each of the two charges above. The full committee shall be comprised of the Director of Minority Recruitment (ex officio and voting) or his/her designee; the Associate Dean for Multiethnic Student Services (ex officio and voting) or his/her designee, six members of the faculty nominated and elected at large by the Forum, serving three-year terms with two retiring annually; and two students, selected in a manner determined by the Student Government Association.

16. Building and Grounds Advisory Committee - This committee serves as a clearing-housing for faculty, administrator, staff and student concerns regarding the campus environment and allows the opportunity for review and comment of new architectural and design plans before they are officially adopted. Six Forum members, one faculty representing each school, one administrator and one staff member, serve on this eight person committee for three year terms with two retiring annually. As this is a newly instated committee, two positions are available. The members will decide the lengths of the terms of the initial members (two to retire each year) and when they report which two will retire this year, we will notify the membership.
17. Fiscal Advisory Committee - This committee reviews the University's fiscal resources, advises and makes recommendations regarding these resources to the President's Administrative Council. This seven member committee includes one faculty elected from each School and one elected administrator each serving three year terms with one retiring one year, two the next year and two the third year.
18. International Program Committee - This committee shall clarify and evaluate policies on recruitment and admissions, and academic and student services for international students. It will also develop and evaluate procedures for the establishment of new international programs and develop procedures for sending SSU students and faculty abroad. The committee shall consist of two representatives elected from each school, at least one of

whom will be faculty, serving two-year staggered terms, one representative from the Registrar's office, one representative from the Admissions' office, one International Students' Services Coordinator, one representative from the Development Office (ex-officio/non-voting), the Coordinator/Director of International Programs and two students (recommended by the Committee, one international student and one SSU student who has studied abroad). The Committee shall elect a chairperson annually.

Article VI.

Presidential Committees

From time to time the president may authorize the creation of Committees to meet a specific administrative need of the University - e.g., issues arising out of accreditation activities, Board of Regents and/or segmental business, State and Federal legislation, special University project, community relations and so forth.

Article VII.

Procedure for Search Committees for Administrative Positions

When it is determined that an opening has occurred, or is about to occur, in an administrative position directly related to students or faculty, e.g., Dean of Admissions, Associate Student Affairs, and such opening is not the result of administrative reorganization, the Executive Committee of the University Forum should be notified in writing of the title and job description of such vacancy, and they shall have the responsibility for making this known to the members of the Forum through whatever means deem appropriate.

Further, that after the Forum has been informed that the position relates to the particular concerns of the faculty and/or student segments of the University community, the following procedures will be followed:

1. The Executive Committee of the Forum, an administrator from the appropriate area, and the officers of the Student Government Association, will recommend to the president of the university the composition of a Search Committee to find candidates for the vacancy. The ratio of administrators, faculty and students on the Search Committee will depend on the nature of the position.
2. The Search Committee will be selected in the following manner:
 - a. The president of the University and an appropriate administrator will be responsible for the selection of administrator(s) to the Search Committee.
 - b. The faculty members of the Executive Committee of the Forum will be responsible for the selection of faculty members of the Search Committee.
 - c. The officers of the Student Government Association will be responsible for the selection of student members on the Search Committee.
3. It will be the responsibility and opportunity of the Search Committee to determine, in cooperation with appropriate officials, criteria to be used in the evaluation and in the selection of an individual to fill the position. Advertising for the position will be made through the Office of the President of the University.
4. The Search Committee will have the opportunity and responsibility to review, without exception, all applications for the position.

5. The Search Committee will be expected to name several qualified candidates from who the president of the University will make his/her choice. If the president does not find acceptable any of these candidates for the position, he/she shall then notify the Search Committee in writing. The Search Committee shall then submit other names to the president.
6. If the president and the Search Committee cannot come to agreement in regard to a candidate, then this Committee shall resign and a new Search Committee will be formed in the manner outlined above, to continue the search.
7. The Search Committee(s) will have sufficient time, up to six months if necessary, to make thorough deliberation and appropriate recommendation.

**Approved by Rebecca Emery
8/26/99**

E. Bylaws of the Salisbury State University Faculty Senate¹

Role and Objectives of the Faculty Senate

The Faculty Senate is the representative and deliberative body for conducting the business of the Salisbury State University Faculty. In this role the Faculty Senate provides a clear, unified Faculty voice to the administration on academic policies and programs, Faculty affairs, and matters relating to the general academic environment of the institution. In order to fulfill its responsibilities, the Faculty Senate shall:

- Ž Expedite the business of the Faculty in public meetings, allowing input by the entire Faculty at all times;
- Ž Establish *ad hoc* and Faculty Senate Standing Committees as needed;
- Ž Inform the Faculty of changes in policies or procedures that impact academic programs or Faculty affairs; and
- Ž Facilitate communication of concerns between the Faculty and the University's various constituencies; and
- Ž Perform such other duties as the Faculty directs.

Article to Implement the Faculty Senate

Once the actions in the sections of this Article have been completed, this entire Article is to be expunged from future editions of these Bylaws.

- Section 1. The Faculty Senate serving in academic year 1996-1997 shall have completed its function upon Faculty approval of these Bylaws and upon the subsequent election of a Faculty Senate in accordance with these Bylaws. Consequently, the 1996-1997 Faculty Senate shall function until June 30, 1997 and shall then dissolve, with all of its member Senators no longer holding office. Inasmuch as the 1996-1997 Faculty Senate was elected under different Bylaws, and because its primary purposes were to prepare these Bylaws and by implication to implement them, service by the members of this Faculty Senate shall not be counted as service on the Faculty Senate described in these Bylaws.
- Section 2. Prior to the end of the Spring 1997 semester, the 1996-1997 Faculty Senate shall organize and conduct the election of a Faculty Senate as described in these Bylaws.
- Section 3. The Faculty Senate, elected in accordance with these Bylaws, shall begin its operations on July 1, 1997. Prior to this date it shall meet for the purpose of electing officers and organizing its activities, but it shall not otherwise conduct business.
- Section 4. These Bylaws provide for one-third of the Faculty Senators to have terms ending June 30 of each year. Accordingly, the initial terms of the Faculty Senators elected in the Spring of 1997 shall have one-third ending on June 30 in 1998, one-third ending in 1999, and one-third ending in 2000. The 1996-1997 Faculty Senate shall determine the lengths of the initial terms based upon the number of votes received by each Faculty Senator. In case of tie(s), the terms shall be decided by random drawing.

¹As of March 28, 1997. These Bylaws were approved by referendum of the Faculty March 5, 1997. Senate Standing Committees (beginning with Article VII Section 2) and faculty representatives to other faculty organizations (Article VIII) were moved from the University Forum to the Faculty Senate by University Forum actions on March 4 and March 18, 1997. This document assembled by David L. Parker, President of the 1996-97 Faculty Senate which prepared these Bylaws.

Section 5. Prior to the end of the Spring 1997 semester, the 1996-1997 Faculty Senate shall also organize and conduct the election to fill vacancies on Senate Standing Committees and to elect faculty representatives to other faculty organizations.

Section 6. Senate Standing Committees which were originally Standing Committees of the University Forum shall be transferred to the Faculty Senate in accordance with the following principles:

- a. These Bylaws include a number of committees which are currently Standing Committees of the University Forum, and which can only be moved to the Senate by amending the Bylaws of the Forum. Should the Forum not transfer any of these committees to the Faculty Senate, that section of these Bylaws referring to such a committee shall be expunged and the other sections in the article appropriately renumbered. Similarly, should the Forum transfer additional committees, these bylaws will be appropriately renumbered.
- b. One designated senator shall be added to the membership of each Senate Standing Committee. Otherwise the entire membership of the committee shall remain the same as under the Forum, except as noted below.
- c. Committee members whose terms have not expired shall be allowed to complete their terms, even if they would not otherwise be allowed to serve on the committee under these Bylaws. This provision includes elected Forum members who are not members of the faculty.
- d. Vacant positions on these committees shall be filled in the Spring 1997 election conducted by the 1996-1997 Faculty Senate in accordance with these bylaws, even if different procedures were utilized by the University Forum. In particular, committee members representing schools shall be elected by the schools, not by the Faculty as a whole. Moreover, several committees may have allowed any member of the Forum to be elected to membership, but under these Bylaws only Faculty may serve.
- e. The descriptions of University Forum committees have been rewritten in these Bylaws in order that they conform to a common style, but the purposes, responsibilities, and membership of each committee have been retained insofar as was possible.

Article I.

Definition of Faculty, Regents, University, Senate, Senators

Section 1. **Faculty:** The *Faculty* includes all full-time (including contractual) employees of Salisbury State University, half or more of whose duties each academic year include: teaching classes, conducting scholarly research and or similar professional development, or serving as Chair of an academic department which contains Faculty. Individuals who otherwise qualify as Faculty but who are on Faculty sabbatical leave continue to qualify as Faculty. Release time for Faculty-related activities, such as serving as Chair of the University System of Maryland Faculty Council, may be counted as Faculty duties. Release time for administrative duties (other than serving as Chair of an academic department) may not be counted toward qualifying an individual as a member of the Faculty.

Section 2. **Regents:** The Board of Regents of the University System of Maryland shall be referred to as the *Regents*.

Section 3. **University:** Salisbury State University hereinafter shall be referred to as the *University*.

Section 4. **Senate, Senators:** The Faculty Senate of the University hereinafter shall be referred to as the *Senate*, and its members as *Senators*.

Article II.

Relationships among Faculty, Senate, and Senate Standing Committees

- Section 1. The Senate shall consult the Faculty as a whole body concerning policies, proposals, and problems of institutional and or professional concern.
- Section 2. The Senate shall meet regularly in public session, conduct business of interest to the faculty, communicate its actions to the faculty, and represent the faculty when the faculty so authorizes.
- Section 3. The president of the Senate shall convene and preside at meetings of the faculty and at meetings of the Senate.
- Section 4. The Senate shall coordinate faculty participation in University governance and facilitate communication between the faculty and the other University constituencies.
- Section 5. Decisions of the Senate shall be considered decisions of the faculty.
- Section 6. Within ten working days of notification of the faculty of a decision of the Senate, members of the faculty may petition to convene the faculty for reconsideration of said decision.
- Section 7. The president of the Senate shall formally and promptly notify in writing the faculty and the appropriate administrator(s) of Senate and faculty decisions.
- Section 8. The Senate Standing Committees shall be empowered to make studies, reports, recommendations, and decisions in specific areas within the purview of their delegated responsibilities. Several committees are charged in these Bylaws with exercising appeal, hearing, and judicial responsibilities or otherwise making recommendations concerning faculty matters directly to the University administration. All other committee decisions shall be communicated to the Senate for approval.

Article III.

The Faculty Senate and its Officers

- Section 1. **The Faculty Senate:** The Senate shall consist of eighteen Senators. Three Senators shall be elected from and by each of the four Schools within the University, and six Senators shall be elected at-large from the entire faculty. Should administrative reorganization change either the number of Schools within the University or the distribution of faculty within the Schools, until such time as the faculty amend this section of the Bylaws, the Senate shall utilize the faculty membership in the Schools which existed at the time of the Senate elections immediately prior to the reorganization as the basis for subsequent elections.
- Section 2. **Officers of the Senate:** The Senate shall elect annually from among the Senators a president, a vice president, and a secretary whose duties are specified below.
- a. The president of the Senate shall:
 - i. Preside at all meetings of the faculty and of the Senate;
 - ii. With the advice and consent of the Senate appoint designated senators to Senate Committees;
 - iii. Formally, promptly, and in writing notify the faculty and appropriate administrators of decisions of the Senate and of the faculty; and
 - iv. Perform such other duties as the Senate shall direct.
 - b. The vice president of the Senate shall:
 - i. Assume the duties and responsibilities of the president of the Senate whenever the president of the Senate is unavailable to serve;
 - ii. Maintain a complete, accurate, and public listing of faculty;

- iii. Serve as the designated senator on the Membership and Elections Committee; and
- iv. Perform such other duties as the Senate shall direct.
- c. The Secretary of the Senate shall:
 - i. Prepare and distribute to the faculty agendas and minutes of all meetings of the faculty and of the Senate;
 - ii. Maintain records of all actions of the faculty and of the Senate; and
 - iii. Perform such other duties as the Senate shall direct.
- d. The Officers of the Senate acting together shall:
 - i. With the advice and consent of the Senate appoint *ad hoc* committees;
 - ii. Receive requests for faculty action from all members of the University community, take appropriate action, and respond to those concerned in a timely manner;
 - iii. Refer matters requiring faculty action to Senate Standing Committees, to *ad hoc* committees, to the Senate, or to the faculty as they judge to be appropriate;
 - iv. Receive reports from Senate Standing Committees, from *ad hoc* committees, and from other groups and organizations and forward these reports to the Senate or to the faculty for consideration;
 - v. Prepare agendas for meetings of the Senate and the faculty; and
 - vi. Coordinate and facilitate communication between the Senate, Senate Standing Committees, *ad hoc* committees, the faculty, and other groups and organizations.

Article IV.

Rules, Meetings, Quorums, and Voting.

- Section 1. **Robert’s Rules of Order:** Unless otherwise specified in these Bylaws, the latest edition of Robert’s Rules of Order shall provide parliamentary procedures for conducting the business of the entire faculty, the Senate, and committees.
- Section 2. **Faculty and Senate Meetings:** The Senate and/or the entire faculty shall meet in open plenary session during the academic year at least once each month during September, October, November, December, February, March, April, and May. These meetings shall be so scheduled that they do not conflict with the meetings of the University Forum and shall be held typically on the second or the fourth Tuesdays of each month. The meeting schedule may be adjusted in order to comply with the academic calendar. Additional meetings of the Senate and/or the entire faculty shall be held as is necessary to conduct faculty business. Meetings shall normally be held on Tuesday afternoons between 3:30 PM and 5 PM and shall be announced and open to all faculty.
- Section 3. **Committee Meetings:** All committee meetings shall be announced and open to all faculty except when a committee’s business concerns personnel or similar sensitive matters.
- Section 4. **Convening the Faculty:** The faculty shall meet as a body to conduct business when convened by the president of the Senate who shall preside. Such meetings of the faculty shall be announced in advance and publicly convened:
 - a. At the discretion of the president of the Senate; or
 - b. Upon request of the president of the University; or
 - c. Whenever the Senate so directs; or
 - d. Upon receipt by the president of the Senate of a petition signed by no fewer than ten percent of the members of the entire faculty to convene a meeting of the faculty.
- Section 5. **Convening the Senate:** The Senate shall meet to conduct business when convened by the president of the Senate who shall preside. Such meetings of the Senate shall be announced in advance and publicly convened:
 - a. At the discretion of the President of the Senate; or

- b. Upon request of the President of the University; or
- c. Whenever the Senate so directs; or
- d. Upon receipt by the President of the Senate of a petition signed by no fewer than ten percent of the members of the entire faculty to convene a meeting of the Senate.

Section 6. **Quorum of the Faculty:** A quorum of the faculty shall be one member more than half of the total number of faculty.

Section 7. **Quorum of the Senate:** A quorum of the Senate shall be two-thirds of the entire membership of the Senate.

Section 8. **Voting:** Except as specified in Robert's Rules of Order or elsewhere in these Bylaws, motions in meetings of all faculty groups described in these Bylaws shall be passed by majority vote of those in attendance, provided a quorum is present when the vote is taken.

Article V.

Elections, Terms of Office, Number of Terms, Recalls, and Vacancies.

Section 1. **Conduct of Elections:** Elections may be conducted in meetings of the faculty, in meetings of the Schools, in meetings of the Senate, in meetings of the Committees, by written ballot, or by other means as approved by the Senate. The Membership and Elections Committee of the Senate shall conduct all elections for Senators, for members of Senate Standing Committees, and for faculty Representatives to Other Faculty Organizations.

Section 2. **Election of Senators from Each School:** The faculty in each School shall elect the three Senators from that School to terms of office of three years, with each term beginning on the July 1 following the election, and with one Senator's term ending on June 30 on each of the following three years.

Section 3. **Election of Committee Members from Each School:** The faculty in each School shall elect those members of committees which represent that school. Each member of a committee shall have a term beginning on July 1 following the election and ending on June 30 of a subsequent year.

Section 4. **Election of At-Large Senators:** The faculty as a whole shall elect the six at-large Senators to terms of office of three years, with each term beginning on the July 1 following the election, and with two Senators' terms ending on June 30 on each of the following three years.

Section 5. **Election of At-Large Members of Committees:** The faculty shall elect the at-large members of committees to terms as specified in these Bylaws. Each member of a committee shall have a term beginning on July 1 following the election and ending on June 30 of a subsequent year.

Section 6. **Election of Senate Officers:** The Senate shall elect its officers subsequent to the election of new Senators and new members of committees. Senate officers shall serve one-year terms, beginning on July 1 and ending on June 30 of the following year.

Section 7. **Term Limits:** No individual may serve as an elected member of the Senate or as an elected member of any Senate Standing Committee for more than six out of any seven consecutive calendar years, thus limiting elected members to a maximum of two consecutive terms on the Senate and on most Senate Standing Committees.

Section 8. **Recall:** At-Large Senators and at-large members of committees may be recalled at any time by a majority vote of the entire faculty. Senators from a school and members of committees from a school

may be recalled at any time by a majority vote of the entire faculty within that school. Officers of the Senate may be recalled at any time by a majority vote of the entire Senate. In any case not mentioned here, a majority of the entire constituency which elects an individual may vote to recall that individual at any time. A recall is effected by either of the following procedures, and a vacancy exists immediately upon completion of either procedure:

- a. A petition of recall is signed by a majority of the entire constituency which elected the individual, effecting the immediate recall of the individual; or
- b. A petition of recall is signed by at least ten percent of the constituency which elected the individual, a special meeting of the constituency is called, and a majority of the entire constituency votes to recall the individual.

Section 9. **Filling Vacancies:** Should vacancies of no longer than one semester occur, either for terms of Senators, for terms of members of Senate Standing Committees, or for faculty representatives to other faculty organizations, the Membership and Elections Committee shall appoint a temporary replacement. Vacancies of longer than one semester shall be filled by special elections conducted by the Membership and Elections Committee.

Section 10. **Determining Voting and Membership Eligibility:** The vice president of the Senate shall maintain a complete, accurate, current, and public listing of all members of the faculty, and the listing at the time of elections shall determine eligibility both to vote in the elections and to serve on the Senate. All questions regarding any individual's membership in the faculty and/or membership in a particular School within the University shall be determined by the Membership and Elections Committee.

Article VI.

Eligibility for Election, Limit of Election to Two Committees, Designated Senators on Senate Standing Committees.

Section 1. **General Eligibility of Faculty:** All members of the faculty are eligible to serve as Senators, as members of Senate Standing Committees, and as faculty representatives to other faculty organizations, provided they meet the specific requirements for service for these organizations as stated elsewhere in these Bylaws.

Section 2. **Eligibility to Serve as Senators:** Senators and faculty seeking election as Senators must be available to meet on Tuesdays between 3:30 PM and 5:00 PM each week throughout the academic year.

Section 3. **Voting Members on Committees:** Members of the faculty shall be elected as voting members to no more than two Standing Committees of the Senate, and if elected to the Senate shall be elected as a voting member to no more than one Standing Committee of the Senate. Other constituencies of the University shall elect and/or appoint voting members to Standing Committees as these Bylaws shall elsewhere provide.

Section 4. **Different Disciplines:** No Senate Standing Committee shall have two elected members from any one academic discipline. The term "academic discipline" shall normally mean "academic department," although the Senate may determine that a given academic department includes two or more academic disciplines.

Section 5. **Designated Senators on Committees:** The President of the Senate, with the advice and consent of the Senate, shall appoint to each Standing Committee a designated senator, preferably from a discipline not already represented on the committee, with the following responsibilities:

- a. In addition to serving as a voting member of the Standing Committee, each designated senator is responsible for communicating to the Senate, without breach of confidentiality, the nature and status of issues before the committee; and
- b. At the direction of the Senate, the designated senator for a Standing Committee may convene a meeting of the committee in order to elect committee officers and/or to conduct specific business.

Article VII.

Senate Standing Committees

Section 1. **Membership and Elections Committee:** The purposes of the committee shall be to:

- a. Assist the vice president of the Senate to maintain a complete, accurate, current, and public listing of faculty;
- b. Maintain a complete, accurate, current, and public listing of these Bylaws and of policies and procedures adopted by the Senate and by the faculty;
- c. Maintain a complete, accurate, current, and public listing of the members of the Senate, of all Senate Committees, and of all Representative to other organizations, including their terms of office, their disciplines and departments and schools, their tenure status, and all other information relevant to their qualifications to serve;
- d. Recommend to the Senate procedures for appointing replacements to fill vacancies, conducting elections, determining terms of office, and deciding other matters related to the committee's responsibilities;
- e. By whatever procedures are approved by the Senate: actively seek nominations for vacant positions, certify eligibility of candidates, prepare ballots, conduct elections, and certify and announce election results; and
- f. By whatever procedures are approved by the Senate: Appoint replacement Senators or members of committees to fill vacancies of no longer than one semester, and conduct special elections to replace Senators or members of committees to fill vacancies of longer than one semester.

The committee shall consist of seven voting members: The vice president of the Senate who shall be the designated senator on this committee; and six members of the faculty serving three-year terms: four elected from and by their respective schools, two elected at-large, two retiring annually. The committee shall elect its chair annually.

Section 2. **University Curriculum Committee:** The purposes of the committee shall be to:

- a. Make recommendations to and receive suggestions from the Provost and/or the chairs of the several departments for the general coordination and improvement of the University academic program; and
- b. Approve all additions, deletions, and changes in the curriculum.

The committee shall consist of fourteen members, including ten voting members: A designated senator; seven faculty serving three-year terms: two retiring in each of two years, three retiring every third year, four elected from and by their respective schools, three elected at-large; and two students serving one-year terms: one junior and one senior, selected annually in a manner determined by the Student Government Association, with the junior have the option of continuing to serve as a senior. The provost or his/her designee, the assistant vice president of academic affairs, the registrar, and the dean of admissions shall be *ex officio*, non voting members. The committee shall elect its chair annually.

Section 3. **Academic Policies Committee:** The purpose of the committee shall be to:

- a. Establish academic policies, including those concerning academic standards and retention, the marking system, and standards for academic probation;
- b. Advise and adjudicate on individual scholastic problems and matters of academic dishonesty; and
- c. Act as a board of appeal on academic matters for students and faculty.

The committee shall consist of nine members, including eight voting members: A designated senator; four faculty elected at-large, serving two-year terms, with two retiring annually; two students serving one-year terms: one junior and one senior, selected annually in a manner determined by the Student Government Association, with the junior having the option of continuing to serve as a senior; and the vice president of student affairs, *ex officio*, or his/her designee. The Provost or his/her designee shall be a non-voting, *ex officio* member. The committee shall elect its chair annually.

Section 4. **Honors Program Committee:** The purposes of the committee shall be to:

- a. Oversee all phases of the University Honors Program; and
- b. Serve in an advisory capacity to the Director of the University Honors Program, including:
 - i. Elaborating and reviewing the requirements for admission to the Honors Program;
 - ii. Formulating the Honors Program Curriculum;
 - iii. Developing standards of achievement for continuance in the Honors Program; and
 - iv. Formulating the fiscal budget for the Honors Program.

The committee shall consist of eight members, including seven voting members: A designated senator; four members of the faculty elected at-large serving two-year terms with two retiring annually; and the two principal student officers of the organization composed of participants in the Honors Program. The Director of the Honors Program shall be a non-voting, *ex officio* member. The committee shall elect its chair annually.

Section 5. **Library Committee:** The purposes of the committee shall be to:

- a. Confer with and make recommendations to the Director of the Library concerning library policy, role, and growth; and
- b. Serve as a liaison between the faculty and the library.

The committee shall consist of six members, including five voting members: A designated senator; and four members of the faculty elected from and by their respective schools, serving three-year terms, with one member retiring in each of two years and two members retiring every third year. The Director of the Library shall serve as a non-voting, *ex officio* member. The committee shall elect its chair annually.

Section 6. **Faculty Development Committee:** The purposes of the committee shall be to:

- a. Foster the intellectual development of the faculty; and
- b. Promote teaching excellence by sponsoring lectures, symposia, debates, seminars, and other activities the members deem appropriate.

The committee shall consist of eight voting members: A designated senator; five members of the faculty elected at-large serving terms of three years, two retiring at the end of one year and three at the end of the next; and two student members serving two-year terms, selected in a manner determined by the Student Government Association. Each department shall designate a member to communicate to the committee matters which the faculty consider relevant to current education. The committee can expect annual funding from the University. The committee shall elect its chair annually.

Section 7. **Committee on Promotions:** The purposes of this committee shall be to:

- a. Develop and recommend to the faculty policies and procedures for the evaluation by the committee of candidates for promotion and Emeritus status;
- b. Review and recommend candidates for promotion and Emeritus status to the Provost;
- c. Advise the President of the University concerning University-wide procedures and criteria for promotion and Emeritus status;
- d. Recommend a list of candidates for promotion and Emeritus status to the Provost, following the evaluation procedures; and
- e. Meet with the Provost to formally discuss the merits of each candidate. Upon completion of this meeting, the Provost shall forward to the President of the University his/her recommendations for promotion and Emeritus status along with a copy of the recommendations of this committee.

The committee shall consist of eight voting members: A Designated tenured Senator who shall not be eligible for promotion during his service on the committee; and seven tenured faculty serving three-year terms: four elected from and by their respective schools, three elected at-large, two retiring in each of two years, three retiring every third year. Provision shall be made to elect a first and second alternate to fill committee vacancies as they may occur. Department chairs are precluded from membership on this committee. In addition, faculty members serving on this committee shall not be eligible for promotion during the period of their service on the committee. The committee shall elect its chair annually.

Section 8. **Faculty Welfare Committee:** The purposes of this committee shall be to:

- a. Study and make policy and procedural recommendations concerning salary schedules, contracts, insurance, retirement, sabbaticals, merit pay increases, and related matters;
- b. Receive applications for faculty sabbatical leaves and certify their validity to the administration;
- c. Receive and study individual problems related to faculty welfare, and then offer its recommendations to appropriate agencies; and
- d. In accordance with the University Grievance Policy, hear all Formal Faculty Grievances except for those dealing with Academic Freedom and Tenure or with Retrenchment Appeals.

The committee shall consist of seven voting members: A designated senator; and six members of the faculty elected at-large serving three-year terms: two retiring annually, no fewer than two of whom are tenured. The committee shall elect its chair annually.

Section 9. **Committee on Academic Freedom and Tenure:** The purposes of this committee shall be to:

- a. Review those appeals and problems concerning academic freedom and tenure which are referred to it; and
- b. Initiate studies and offer recommendations to the administration or to other appropriate agencies.

The committee shall consist of six voting members: A designated tenured senator; and five tenured members of the faculty elected at-large serving three-year terms, two retiring one year and three the next. The committee shall elect its chair annually.

Section 10. **Faculty Mediation Committee:** The purposes of this committee shall be to:

- a. Informally inquire into situations in which the administration wishes to dismiss a tenured faculty member or a tenure-track faculty member; and
- b. Attempt to effect an adjustment, if possible, or to determine whether in its view formal proceedings to consider the member's dismissal shall be instituted.

The committee shall consist of six voting members: A Designated tenured Senator; and five tenured members of the faculty elected at-large serving three-year terms, two retiring one year and three the next. Members of the Faculty Hearing Committee, Faculty Retrenchment Committee, and the Retrenchment Appeals Committee may not serve on this committee. The committee shall elect its chair annually.

Section 11. **Faculty Hearing Committee:** The purpose of this committee shall be to conduct formal hearings, in those cases where mediation has failed, when the administration wishes to dismiss a tenured faculty member or a tenure-track faculty member.

The committee shall consist of six voting members: A Designated tenured Senator; and five tenured members of the faculty elected at-large serving three-year terms, two retiring one year and three the next. Members of the Faculty Mediation Committee, Faculty Retrenchment Committee, and the Retrenchment Appeals Committee may not serve on this committee. The committee shall elect its chair annually.

Section 12. **Faculty Retrenchment Committee:** The purposes of this committee shall be to:

- a. Determine the need for retrenchment of faculty, provided retrenchment has not already been mandated by the Regents; and
- b. Prepare an institutional retrenchment plan once the need for retrenchment has been established.

All of the committee's meetings shall be publicized and open, and the committee shall follow the following guidelines and procedures:

Determining the need for retrenchment: The president of the University, aided by the associate vice president of institutional accountability and research and by such other administrators and/or faculty as he/she may deem appropriate, shall continually review all programs of the University. Should this review suggest the likelihood of retrenchment of teaching faculty, the president shall convene this committee and shall present the review to the committee for its consideration. The committee may determine the need for retrenchment of faculty and such determination shall be reported to the President for transmission to the Executive Director of the Regents.

Establishing the need for retrenchment: On the date when the president of the University receives from the executive director written approval for retrenchment, the need for faculty retrenchment shall have been established. Alternatively, should the Regents mandate retrenchment at the University, the executive director shall so notify the president of the University in writing. Upon receipt by the president of such a written directive to retrench faculty, the need for retrenchment shall have been established.

Preparing an institutional retrenchment plan: Once the need for faculty retrenchment has been established, and within three months of the determination of the need for retrenchment the committee shall develop the retrenchment plan in accordance with the retrenchment policy of the Regents. Additional faculty and legal counsel for the University shall be consulted by the committee as appropriate. The specific retrenchment plan shall be recommended to the Regents by the chair of the committee, and simultaneously circulated to the faculty, administration and the student body.

Submitting the institutional retrenchment plan to the Regents: This institutional retrenchment plan, which shall include all options and alternative actions which have been or can be pursued as well as the fiscal and programmatic impact of such actions, shall be submitted to the Regents for review and approval at least three months prior to any implementation action by the University.

Required materials in retrenchment plans: Recommendations to reduce or discontinue a program or department shall consider, among other factors, the University mission, the role of the program/department within the University, student credit hour production within the program/department for at least a two-year period, student-faculty ratios, and the projection of student enrollment. These data shall be included as a part of the retrenchment plan submitted to the Regents. The affected program(s)/department(s) shall be clearly identified and the reasons for reduction or discontinuance of the program/department shall be included in the plan submitted to the Regents.

The committee shall consist of ten voting members: Six *ex officio* members: the President of the University, the Provost or his/her designee, the chair of the Faculty Welfare Committee, the chair of the Academic Policies Committee, and the two faculty representatives to the State Faculty Council; three department chairs serving three-year terms with one retiring annually, elected by their chair peers from departments not already represented by faculty designated above; and a designated senator from a department not already represented above. The President of the University shall be the chair. Should a committee member's program or department be recommended for retrenchment, the President of the University shall so notify the Membership and Elections Committee who in turn shall remove the faculty member from the committee and designate a replacement. Members of the Faculty Mediation Committee, Faculty Hearing Committee, and the Retrenchment Appeals Committee may not serve on this committee.

Section 13. **Retrenchment Appeals Committee:** The purpose of this committee shall be, in accordance with procedures and guidelines for retrenchment as published by the Regents, to hear appeals from faculty whose employment at the University is terminated under said guidelines.

The committee shall consist of six voting members: A designated senator; and five members of the faculty elected at-large serving three-year terms, no two from the same department, no fewer than three of whom are tenured, with two retiring in each of two years and one the next. Members of the Faculty Mediation Committee, Faculty Hearing Committee, and the Faculty Retrenchment Committee may not serve on this committee. The Membership and Elections Committee shall appoint a temporary replacement for a committee member should a member of his/her department or program be appealing retrenchment. The committee shall elect its chair annually.

Article VIII.

Faculty Representatives to Other Faculty Organizations.

Section 1. **University System of Maryland (USM) Faculty Council:** The faculty shall elect at-large two members of the faculty to the USM Faculty Council for three-year terms.

Section 2. **Maryland Higher Education Commission (MHEC) Faculty Advisory Committee:** The faculty shall elect at-large one member of the faculty as the representative or alternate to the MHEC Faculty Advisory Committee for a term of two years. Salisbury State University and Frostburg State University share the official representative with a term of two years per institution. The alternate, non-voting participant would be elected whenever Frostburg State University has the official representative.

Article IX:

Approving or Amending Bylaws

Section 1. **Communicating Proposed Bylaws or Proposed Bylaw Amendments to the Faculty:** The Senate may submit proposed Bylaws and proposed Bylaw Amendments in writing to the faculty at any time. Proposed Bylaws and Proposed Bylaw Amendments may also be submitted in writing to the faculty

by any member of the faculty, provided the proposal carries the endorsing signatures of no fewer than ten percent of the faculty.

Section 2. **Time Requirement:** In order for the faculty to take action on any proposed Bylaws or proposed Bylaw Amendments, the faculty must have received the proposal no less than one week prior to voting.

Section 3. **Voting Requirements to Approve:** At least one person more than one-half of the total number of faculty must vote, and at least two-thirds of those voting must approve proposed Bylaws or proposed Bylaw Amendments in order for them to be adopted.

Section 4. **Method of Voting:** Voting to approve proposed Bylaws or to approve proposed Bylaw Amendments may be at a meeting of the entire faculty, by meetings of Schools, by written ballot, or by other means as determined by the Faculty Senate.

Section 5. **Amendments to Proposed Bylaws or to Proposed Bylaw Amendments:** Proposed Bylaws and proposed Bylaw Amendments may be amended only at a meeting of the entire faculty.

Section 6. **Date of Effect:** Unless specified otherwise by the proposed Bylaws or by the proposed Bylaw Amendment, Bylaws and Bylaw Amendments shall take effect immediately upon approval by the faculty.

F. The Graduate Council

Nature and Scope of the Council

The Graduate Council is the policy-making and coordinating body for graduate study in the university. The Graduate Council is an entity separate from the Salisbury State University Forum and is governed by the by-laws of the Graduate Faculty Forum.

The Graduate Council consists of the university provost, the dean of admissions and the registrar (all ex officio); one member from each of the graduate programs in education, English, history, psychology, business, and nursing; one member elected at large from the graduate faculty of the Henson School of Science and Technology; and two members elected at large from the graduate faculty of those departments which do not have masters degree programs in the Fulton School of Liberal Arts and the School of Education and Professional Studies.

The decisions of the Graduate Council are subject to the approval of the graduate faculty and the president of the university.

Bylaws of the Graduate Faculty Forum

ARTICLE I PURPOSE AND PROCEDURES

- Section 1. The Graduate Faculty Forum shall be a legislative and deliberative body with power to make recommendations and decisions on policies and procedures concerning graduate education at Salisbury State University. The Graduate Council acts as the executive body of the Graduate Faculty Forum.
- Section 2. The Graduate Faculty Forum may request, by a majority vote of those present at a regular or special meeting, a delay in any policies or recommendations made by the Graduate Council so that it can conduct its own review of an issue. The Graduate Faculty Forum may elect members to an ad hoc committee to review the issue and report back its recommendation within 30 days. This recommendation, which may be amended at a meeting of the Graduate Faculty Forum, must be approved by a majority vote of those present and will supersede the action of the Graduate Council.
- Section 3. Meetings may be called (1) by a majority vote of the Graduate Council; (2) when requested by the president of the university or the provost of the university; or (3) when requested, in writing, by at least 20 members of the graduate faculty.
- Section 4. A quorum for meetings is 30 members of the graduate faculty.
- Section 5. The chair or vice chair of the Graduate Council shall preside at all meetings of the Graduate Faculty Forum. The vice chair shall serve as recording secretary.
- Section 6. The Graduate Faculty Forum is separate from and independent of the Salisbury State University Forum.

**ARTICLE II
THE GRADUATE FACULTY**

- Section 1. The graduate faculty consists of full-time professors and associate professors, and ex officio members of the Graduate Council who meet the qualifications for graduate faculty. Assistant professors and instructors shall be eligible for election to the graduate faculty provided they meet the following:
- (1) Possession of a doctorate or appropriate terminal degree.
 - (2) Evidence of scholarly or professional work that would enable an individual to instruct graduate students.
 - (3) Recommendation of the department chair and the dean of the appropriate school.
 - (4) A majority vote of the Graduate Council.
- Section 2. Inquiries concerning council decisions on graduate faculty membership should be directed to the university provost.
- Section 3. Graduate faculty status affords the following rights, privileges and responsibilities: 1) to direct a thesis and chair and/or serve as a voting member of a comprehensive examination committee (those not members of the graduate faculty may serve as nonvoting members), 2) to academically advise graduate students, 3) to be eligible to serve on the Graduate Council and its committees, and 4) to assist in developing graduate policy through participation in Graduate Faculty Forum meetings.

**ARTICLE III
THE GRADUATE COUNCIL**

- Section 1. The Graduate Council recommends academic policies and procedures to the administration of the university and serves as an advisory board to review appeals on matters concerning the interpretation of regulations governing graduate study and the degree programs. The council shall approve all changes in the graduate curriculum, evaluate trends in graduate education, and make recommendations to the administration concerning the mission of graduate education and the utilization of resources within the university to meet the needs of its graduate constituency.
- Section 2. The Graduate Council consists of the university provost, the dean of admissions and the registrar (all ex officio and nonvoting); one program director from each graduate program appointed by the immediate supervisor of that director, one graduate student appointed by the university provost, one member elected at large from the graduate faculty of the school of science and technology, and two members elected at large from the graduate faculty of those departments in the schools of liberal arts, and education and professional studies which do not have masters programs. The three at-large members will serve three-year terms, one member retiring annually. No two at-large members may be from the same academic department.
- Section 3. Election of council and standing committee members will be decided by majority vote (50 percent +1) of the total vote cast.
- Section 4. Vacancies created by the resignation or extended absence of an at-large member of the council shall be filled by offering the position to unsuccessful candidates from the same election, beginning with the candidate who received the largest number of votes. If the position cannot be filled in this manner,

a new election will be held. In either case, the term of office of the person selected will coincide with the unexpired term of the member who resigned.

Section 5. OFFICERS

- a. Officers of the council shall consist of the chair and vice chair. The vice chair shall assume the duties of the chair in his/her absence.
- b. Candidates shall be nominated from the floor and elected at the last council meeting of the academic year. The election of the chair will take place first, followed by the election of the vice chair. Term of office is one year. Candidates receiving a majority vote of those present will be considered elected.
- c. The chair of the council shall preside at all meetings of the council and be responsible for supervision and execution of its business.
- d. The chair, with the approval of the council, shall appoint certain members of standing committees as outlined in committee descriptions contained in Article III, Section 7.
- e. The chair, with the approval of the council, shall create ad hoc committees and appoint their membership. Ad hoc committees will carry out a specific task that is not within the purview of a standing committee and will cease to exist on presentation of its final report to the council.
- f. The chair, with the approval of the council, will appoint members of the graduate faculty to fill vacancies created by the resignation or extended absence of elected members of its standing committees. The appointment will be for the unexpired term of the member who resigned.

Section 6. MEETINGS

- a. The council shall hold at least three regular meetings each semester of the academic year. The notice and agenda shall be sent to the members of the council no less than three days prior to each regular meeting. A majority of the voting members of the council shall constitute a quorum.
- b. Special meetings may be called in the following ways:
 - (1) by the chair of the council;
 - (2) by written petition of a majority of the members of the council, or by the request of the university provost. The notice of a special meeting shall include the agenda and shall be sent to the members of the council as far in advance of the meeting as possible.
- c. Minutes of council meetings shall be distributed to all members of the graduate faculty. school deans and department chairs should have their graduate program directors report on council activities at school and department meetings.

Section 7.

COMMITTEES

a. The council shall establish, but is not limited to, the following standing committees: Academic Policies Committee, Curriculum and Programs Committee, and Long Range Planning Committee.

b. The membership and structure of graduate committees will be as follows:

1. There shall be three members total on each committee. This includes the chair who is a council member. The chair is a voting member and has indefinite tenure subject to the council's pleasure.

2. One candidate representing each graduate program is to be nominated by each program director and approved by the council.

3. Terms shall be three years in duration.

4. Each committee shall have no more than one member from the same program.

5. Committee chairs shall submit an annual report of their year's activities to the council chair.

c. Graduate Academic Policies Committee

The purpose of the committee shall be to establish academic policies and procedures regarding admission, readmission, academic standing and retention, including standards for all classes of graduate students; procedures regarding tuition and fees, time limitations and the grading system; and standards of academic honesty and regulations concerning appeals.

d. Graduate Curriculum and Programs Committee

The purpose of the committee shall be to make recommendations to and receive suggestions from the university provost, and/or the directors of graduate programs for the general coordination and improvement of the university graduate academic program, and to approve all additions, deletions, and changes in the graduate curriculum.

e. Graduate Long Range Planning Committee

The purpose of the committee shall be to make recommendations to the Graduate Council concerning the mission of graduate education within the university, trends in graduate education, and resources of the university to meet the needs of its graduate constituency.

**ARTICLE IV
BYLAWS
ADOPTION AND AMENDMENTS**

- Section 1. The Bylaws shall be presented to the Graduate Faculty Forum and discussed at one meeting and voted on by written ballot. The Bylaws shall be adopted by a two-thirds vote of those ballots returned by the deadline. A quorum shall be 30 members of the graduate faculty.
- Section 2. Proposed amendments to the Bylaws must be presented to the Graduate Faculty Forum and discussed at one meeting and voted on at the next meeting. Amendments may be proposed by a simple majority vote of the Graduate Council or by petition of 20 members of the graduate faculty. A two-thirds vote of those present is required to approve proposed amendments.

Administration and Implementation of the Graduate Program

The graduate program at Salisbury State University is administered by the university provost within the Office of Academic Affairs with the assistance of the dean of admissions, the registrar and graduate program directors and is implemented by the graduate faculty.

Graduate Program Directors

1. Appointment/Reappointment

Department chairs have the responsibility for appointing graduate program directors on the basis of nominations from the departmental faculty and with the concurrence of the dean of the school. Any tenure-track faculty member who is a member of the graduate faculty may be considered a candidate for the position.

In cases where a graduate program or department exists separate from undergraduate departments, the school dean will have responsibility for appointment and evaluation of the graduate director or coordinator, with input from appropriate chairs.

2. Term of Appointment

The term for a graduate director will be either two or three years, based on departmental need and agreed upon in advance. The term and conditions of employment will be specified in a letter of appointment by the department chair and approved by the dean.

3. Responsibilities of Graduate Program Directors

The graduate program director is ultimately responsible, either personally, or by coordinating departmental faculty, for:

- a. admission of students into the graduate program in the department;
- b. advising, including preregistration and other academic advising, graduate program information, and career counseling;
- c. approval of transfer credits, requests to study at another institution, and requests for graduate credit during the undergraduate senior year.

- d. record-keeping and monitoring of student records for retention purposes;
- e. preparation of graduation audits;
- f. recommendations about graduate curriculum and course sequencing;
- g. liaison with the Graduate Council and information dissemination from the council to the department.

Responsibilities may also include:

- a. recruiting students; and
- b. selection of graduate assistants

4. Evaluation of Graduate Directors or Coordinators

Graduate directors are evaluated yearly by the department chairs. Evaluation may include information from faculty, students, and administrators as appropriate. Evaluation procedures will be determined in advance by the department.

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