

Chapter 1 – Salisbury University’s Mission Statement and Committees

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Chapter 1. Salisbury University's Mission Statement and Committees

A. The University Mission Statement

As an institution within the Maryland community of public higher education, Salisbury 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 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 life-long learning and active citizenship in a democratic society and interdependent world.

Values

The core values of Salisbury 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.

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.

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.

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.

Community: Salisbury 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.

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.

Diversity: Salisbury 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. 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 University is depicted in the president's organizational chart that 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. Administration of the Academic Program

The academic program at Salisbury University is administered by the provost who has responsibility for development of the overall curriculum and management of the fiscal resources and faculty that 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 that 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 that 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 University's *Academic Administrators' Handbook*.

Deans and department chairs serving as academic administrators at Salisbury University for the 2001-02 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. George Rubenson, Interim Dean
Dr. Gerard DiBartolo, Associate Dean
Mrs. Lee Townshend, Director, Academic Services
Dr. Robert Dombrowski, Chair, Accounting and Legal Studies
Dr. Herman Manakyan, Chair, Economics and Finance
Dr. Jeffrey Kottemann, Chair, Information and Decision Sciences

Franklin P. Perdue School of Business (continued)

Dr. Wayne Decker, Chair, Management and Marketing
Ms. Janine Vienna, Graduate Program Director, Business Administration

School of Education & Professional Studies

Dr. Gerri Rossi, Interim Dean
Ms. Diana Wagner, Advising Services Coordinator
Dr. W. Dorsey Hammond, Chair, Education Department
Dr. Carol Wood, Chair, Physical Education
Dr. Marvin G. Tossey, Department Chair, Social Work
Dr. Susan Muller, Graduate Program Director, Applied Health Physiology
Dr. Ed Robeck, Graduate Program Director, Education and Public School Administration
Dr. Marvin Tossey, Graduate Program Director, Social Work
Dr. Nomsa Geleta, Graduate Program Director, Masters of Arts in Teaching

School of Liberal Arts

Dr. Maarten Pereboom Interim Dean
Dr. James Hill, Chair, Art
Mr. Darrell Mullins, Chair, Communication Arts
Dr. Connie Richards, Chair, English
Dr. Ray Thompson, Chair, History
Ms. Sandra Cohea-Weible, Interim Coordinator of Interdisciplinary Studies Program
Dr. Keith Brower, Chair, Modern Languages
Dr. Richard Johnson, Chair, Music
Dr. Jerry Miller, Chair, Philosophy
Dr. Harry Basehart, Chair, Political Science
Dr. Natalie Hopson, Chair, Psychology
Dr. Charles Cipolla, Chair, Sociology
Dr. William Horne, Graduate Program Director, English
Dr. Greg Ference, Graduate Program Director, History

Richard A. Henson School of Science and Technology

Dr. Thomas W. Jones, Dean
Dr. Robert Tardiff, Associate Dean
Ms. Marylane McGlinchey, Advising Services Coordinator
Dr. Ellen Lawler, Chair, Biological Sciences
Dr. David Rieck, Chair, Chemistry
Dr. Elichia Venso, Director, Environmental Health
Dr. Judith Stribling, Director, Environmental Marine Science
Dr. Calvin Thomas, Chair, Geography
Ms. Johanna Laird, Chair, Health Sciences
Dr. Kathleen Shannon, Chair, Mathematics and Computer Science
Dr. Lisa Seldomridge, Chair, Undergraduate Nursing
Dr. Asif Shakur, Chair, Physics
Dr. Ruth Carroll, Graduate Program Director, Nursing

D. University Forum

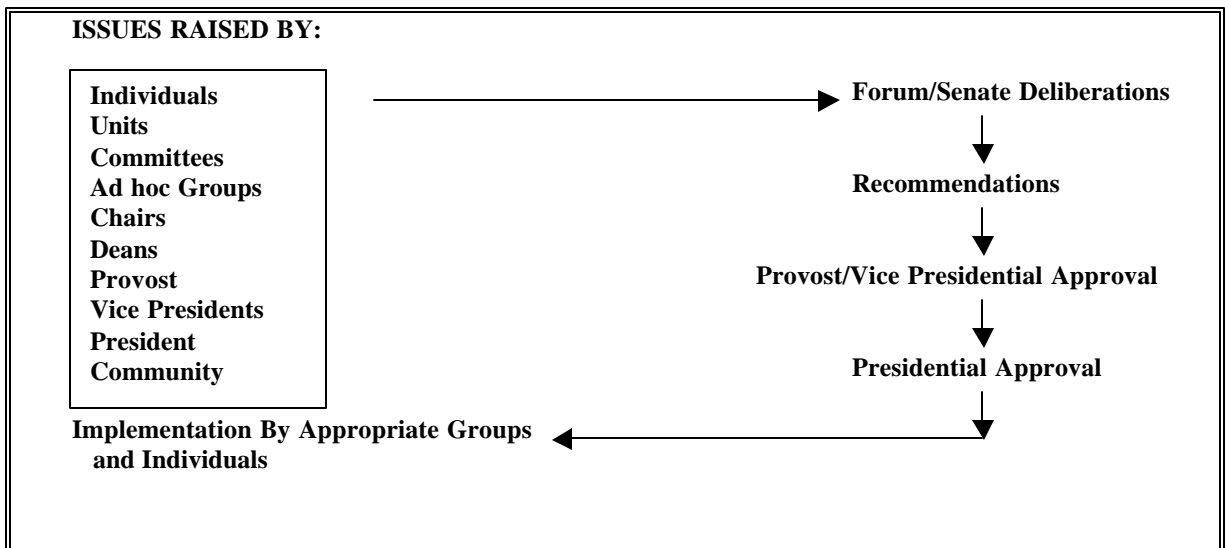
Faculty participation in the academic governance of Salisbury University's undergraduate programs is accomplished through the Salisbury University Forum. The voting membership of the Forum includes all full-time faculty and certain administrators other than the president. The president serves as a non 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 **Figure 1.** below.

Figure 1. Discussion of Academic Issues at Salisbury University



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

**BYLAWS
OF THE SALISBURY UNIVERSITY FORUM
DATE OF EFFECT: 6 January 2000¹**

Article I: Names and Functions

Section 1: Name

The name of the organization shall be the Salisbury University Forum, hereinafter referred to as the Forum.

Section 2: Purposes

The Forum facilitates and coordinates communication among the faculty, staff, and students of Salisbury University. The Forum meets regularly to provide an opportunity for Forum members, Forum committees, and the representative governance groups (Faculty Senate, FS; Staff Advisory Council, SAC; and the Student Government Association, SGA) to communicate their deliberations and to discuss issues affecting the campus community. The Forum is supported by University committees, which perform much of the work of the Forum. The Forum also forwards items and makes recommendations, as appropriate, to the administration and to the representative governance groups.

Section 3: Responsibilities

The Forum shall have such responsibilities 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 4: Executive Committee

The Executive Committee of the Forum shall be the body charged with primary responsibility for implementing the purposes of the Forum.

Article II: Membership, Executive Committee, and Officers

Section 1: Forum Membership

The members of the Forum shall consist of the following:

1. All full- and part-time employees of the University.
2. All full- and part-time undergraduate and graduate students of the University.
3. All *emeriti* faculty and staff of the University.
4. Such others as the Executive Committee of the Forum by majority vote shall designate.

¹These bylaws were adopted to replace the existing Forum bylaws at a meeting of the University Forum on 7 December 1999.

Section 2: Executive Committee

The responsibilities of the Executive Committee of the Forum shall include the following:

- To review all agendas, minutes, reports, recommendations, and actions of all committees;
- To prepare for distribution before meetings the topics and subjects for Forum deliberation;
- To request that the representative governance groups meet to discuss and possibly resolve any differences among their respective recommendations;
- To recommend policies and procedures involving relationships among and between the Forum, the President, and the representative governance groups;
- To resolve questions of purview of any committees;
- To ensure vacant positions on committees are filled properly and promptly;
- To report the names of members of committees to the University Forum at the May meeting;
- To resolve any conflicts and differences in the recommendations of the Forum standing committees;
- To establish *ad hoc* committees;
- To ensure Forum committees report regularly to the Forum;
- To conduct the process for amending the Forum bylaws; and
- To maintain records of Forum business, to include committee summary reports and an up-to-date copy of the Forum Bylaws.

The Executive Committee of the Forum shall consist of nine voting members: two faculty members elected for staggered two-year terms by the faculty in a manner determined by the FS; two staff members elected for staggered two-year terms by the staff in a manner determined by the SAC; two student members elected for one-year terms by the students in a manner determined by the SGA; and the Presidents of the FS, SAC and the SGA, all *ex-officio* and voting. No elected representative may serve more than four consecutive years. All members of the Executive Committee must have been members of the Forum for at least one year prior to assuming office,² **and shall assume office on July 1.**

Section 3: Officers of the Forum

The officers of the Forum shall be designated as Chair, Vice Chair, and Secretary. The officers' terms of office shall be one year. Officers shall be elected from and by the membership of the in-coming Executive Committee. The Chair and Vice Chair must be members of the faculty or staff. All officers shall begin their terms on July 1. The officers shall have the following duties:

1. The Chair shall preside over all Executive Committee and Forum meetings.
2. The Vice Chair shall serve as chair in the absence of the Chair.
3. The Secretary shall keep minutes of all Forum and Executive Committee meetings; shall by any appropriate means keep the Forum members informed of the activities of the Forum, the dates, places, and (so far as is feasible) the agenda of future meetings of the Forum; and shall distribute the minutes of meetings to the members at least forty-eight hours prior to the next regular meeting.

Article III: Procedures

Section 1: Regular Meetings

The Forum shall meet at least seven times each academic year, normally during the months of September, October, November, February, March, April, and May. This meeting schedule may be adjusted to be compatible with the academic calendar.

Section 2: Special Meetings

Special meetings may be called by the President of the University, by the Forum Chair, or by the Forum Executive Committee.

Section 3: Forum Actions

Forum decisions may not set aside recommendations of the representative governance groups. However, the

²This requirement, here and elsewhere, is waived for the first year of these revised bylaws of the University Forum.

members present at any meeting may express the sentiment of the meeting, either separately by constituency (faculty, staff, and students) whenever requested by any member, or by the Forum as a whole, on a particular issue. The Chair will direct this process.

Section 4: Rules of Procedure

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 5: Amending Bylaws

The Bylaws of the Forum shall be amended after a first and second reading of the amendment at two meetings of the Forum, through subsequent ratification by written/electronic ballot within 45 days from each of the three constituencies (faculty, staff, and students) of the Forum. Each of the three constituencies must be separately polled, with a simple majority of those voting determining the outcome for each constituency. All three constituencies must approve the amendment before it can take effect. The Executive Committee shall certify the adoption or failure of all proposed amendments.

Article IV: Relationships

Section 1: Board of Regents

The Board of Regents of the University of Maryland System has final legal authority on all policy matters.

Section 2: Campus Organizations

The FS, SAC, and SGA will send the results of their deliberations to the President and/or Vice Presidents of the University and will make reports at University Forum meetings. Each representative governance group, however, may desire input from the Forum on an issue while or before deliberating on that issue, in which case the group(s) will contact the Forum Executive Committee to have the issue placed on the agenda. Moreover, the Forum may desire input from each representative governance group on an issue of concern to the university community. The Forum Executive Committee will then contact the appropriate representative governance group(s) for input.

Article V: Committees

Section 1: Committee Actions

1. The work of the Forum shall generally be performed by committees, which shall be empowered to make studies, reports, recommendations, and decisions in those areas, which fall within the purview of their delegated responsibilities.
2. Recommendations of the committees shall be submitted to the Executive Committee which will determine whether to forward the committee's actions to the appropriate administrative officer, to place it on the agenda of the next Forum meeting, to refer it to one or more of the representative governance groups, to return it to the committee for further consideration, or to refer it to another committee for additional comment. In this process the Executive Committee will not alter the content of such actions or the intent of the committee's action.
3. A delay in Executive Committee action on any recommendation made by any committee may be initiated by any of the representative governance groups. The Forum Executive Committee and/or the representative governance group may conduct its own review of an issue and make a recommendation of its own regarding such issue. Unless extended by the Chair of the Forum, reviews will be conducted and recommendations made to the Forum Executive Committee within thirty days of the date on which the delay was initiated.
4. Members on committees shall be as determined by the FS, SAC, or SGA, as appropriate, and their names forwarded to the Executive Committee for presentation at the regular May Forum meeting each year.
5. Terms of membership of committee members and terms of office of committee officers shall begin on July 1 of each year.
6. The representatives from the respective representative governance groups shall have staggered

- terms to provide continuity.
7. Whenever possible no two faculty from the same department and no two staff from the same administrative office shall serve on the same committee.
 8. Eligibility for membership on committees shall be one year as a Forum member. The President and President's Cabinet, including the academic deans, are not eligible for election or appointment to Committees, but they may serve as *ex-officio* members of Committees.
 9. No Forum member, other than those designated *ex-officio* members of committees, shall serve as a voting member on more than two committees.
 10. All *ex-officio* members of committees may be represented by a designee if necessary.
 11. *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.
 12. No later than the end of each spring semester, each committee shall submit a written report to the Forum Chair detailing the committee's actions, deliberations, and recommendations during the previous year.
 13. Unless designated otherwise, each committee shall meet annually, subsequent to selection of new members for committees, to elect its chair and other officers from among its incoming members, and the elected chair shall communicate the names of the committee's officers to the Forum Chair.
 14. The Forum may not create committees that duplicate those already reporting to representative governance groups.

Section 2: University Committees

1. ***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 Vice President of Student Affairs reports and recommendations with respect to the following:
 - needs of the student population and development of programs in response to those needs;
 - coordinating student activities and the program efforts of individual organizations;
 - student participation in the cultural and social activities of the University;
 - development and maintenance of an atmosphere on campus that is conducive to learning;
 - and
 - periodic evaluation.

The Committee shall be comprised of the Vice President of Student Affairs (*ex-officio* and non-voting), Director of Student Counseling, and Director of Residence Life (both *ex-officio* and voting), four members of the faculty serving two-year terms, three members of the staff serving three-year terms, and three students serving one-year terms.
2. ***University Judicial Board***
 The University Judicial Board hears cases of alleged student misconduct referred to it by the University Judicial Administrator, either on appeal or as an original hearing.

The University Judicial Board shall be composed of two faculty serving two-year terms, two exempt staff serving two-year terms, and three students serving one-year terms. Five members, at least one of who must be a student, shall constitute a quorum. Board decisions shall be made by majority vote except in appeal reviews, when two votes shall be sufficient to reopen a case for hearing.
3. ***Traffic and Safety Committee***
 The purpose of the Traffic and Safety Committee shall be to develop and recommend for implementation traffic and safety rules and regulations. 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 ten members: the Director of Public Safety who shall be *ex-officio* and non-voting, three faculty serving three-year terms, three staff members serving three-year terms, and three students serving one-year terms.

4. *Honors Convocation Committee*

The Committee shall, with regard to the awarding of academic honors, have the following responsibilities:

- 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.
- Sanction the presentations of all awards at the annual Honors Convocation.
- Select the speaker for the annual Honors Convocation.
- Serve as an advisory body in matters related to Honor Societies and awards.

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

5. *Cultural Affairs Council*

The purpose of the Council shall be to coordinate and advance the cultural atmosphere on campus and in the larger Salisbury community. Pursuant to this purpose the Council 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 shall represent the diverse cultural traditions that will reflect the cultural diversity of the institutions and its constituents.

In pursuit of these goals, the Council will support and suggest programs, annually review policy and funding, and make recommendations to the University Forum as needed. The Council will also help to coordinate outside funding sources and will encourage both the administration of the University and appropriate student groups to provide funds to subsidize worthy programs.

The Council shall consist of the Cultural Affairs Coordinator, the Vice President for Student Affairs, the Dean of the Fulton School of Liberal Arts, two faculty serving three-year terms, one staff member serving a three-year term, two students serving a one-year term, and the President of the Student Organization for Activity Planning. In addition, the Council shall include as *ex-officio* members the directors or chairs of the University Galleries, Public Relations, Theatre, Salisbury Symphony Orchestra, Dance Company, International Film Series, Writers on the Shore, Horticultural Services, Dining Services, and a representative from University Advancement. Any additional *ex-officio* and non-voting members may be appointed by the Council as a whole. All members shall have equal voting power. The Dean of the Fulton School of Liberal Arts or his/her designee shall serve as Chair.

6. *Space Utilization Committee*

The purpose of the Committee shall be to review the utilization of space within University buildings, evaluate requests for space within buildings, and to make recommendations for assigning space within buildings consistent with the mission of the institution.

The Committee shall consist of the Executive Assistant to the President (*ex-officio* and non-voting), the Provost, the Registrar, a representative from the Facilities Reservation Department, the Physical Plant Supervisor (all *ex-officio* and voting), three faculty serving two-year terms, one staff member serving a two-year term, and the President of the SGA.

7. *Residence Judicial Boards*

Two residence judicial boards hear cases involving breaches of the housing contract or violations of University regulations that 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 serving a two-year term, one exempt staff serving a two-year term, and one student serving for a one-year term.

8. *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 Americans With Disabilities Act as amended (or other appropriate federal, state, or local statutes) 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 serving three-year terms, two staff serving two-year terms, and two students serving one-year term.

9. *Committee on Multi-Ethnic Concerns*

The purposes of the committee shall be:

- to provide structure and develop procedures for successful minority recruitment and retention at the University by
 1. developing and implementing minority outreach initiatives in the local and regional community, and
 2. developing and implementing opportunities for positive multi-cultural experiences for all students at the University; and
 3. 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 Dean of Admissions (*ex-officio* and voting); the Vice President of Student Affairs (*ex-officio* and voting); four members of the faculty serving three-year terms, two staff serving three-year terms, and two students serving one-year terms.

10. *Employee Relations Committee*

The purpose of this committee shall be to collaborate with the Human Resources Office for the purpose of developing, implementing, and promoting ethical and comprehensive employment practices, including professional development, employee awareness (workshops, newsletters, etc.) in the areas of health, retirement, benefits, employee career mobility, performance, employee wellness, and other pertinent information necessary for the entire University employee community.

This committee shall be made up of a representative of the Human Resources Office (*ex-officio* and non-voting), four faculty serving two-year terms, and four staff serving two-year terms.

11. *Fiscal Advisory Committee*

The purpose of this committee shall be to review the University's fiscal resources and to make recommendations regarding the utilization of these fiscal resources to the President's Administrative Council. The committee shall focus its efforts on the following activities:

- becoming knowledgeable about the internal and external mandates that affect the allocation of the University's fiscal resources;
- examining the University's plans and priorities in making recommendation regarding current and on going initiatives;
- reviewing and commenting on the University's operational budget;

- advising or recommending the disbursement of supplemental and discretionary funds as they become available;
- providing input in the development of reports for the University of Maryland System and for the Maryland Higher Education Commission on the University's fiscal allocation plans and actions; and
- reviewing the University's annual expenditures and providing an annual report to the Salisbury University Forum that summarizes fiscal activity for the year in meeting the University's mandates and priorities.

The committee shall consist of the Vice President of Business and Finance (*ex-officio* and non-voting); five faculty serving three-year terms, three staff serving three-year terms; and two students serving one-year terms.

12. *Advisory Committee on Building and Grounds*

The purpose of this committee will be to function as a clearing-house for faculty, administrator, staff, and student concerns regarding existing buildings and the surrounding campus environment and to encourage the academic community's involvement both in the early stages of new building planning and landscape development and in the final stages of project planning so that the entire campus community will have the opportunity and encouragement to review architectural plans and offer suggestions and design recommendations before plans are officially adopted and construction begins.

This committee shall consist of four faculty serving three-year terms, two staff members serving three-year terms, the Assistant Director of Physical Plant for Building Trades, the Assistant Director of Physical Plant for Horticulture (both *ex-officio* and voting), and two students serving one-year terms.

13. *Government Relations Committee*

The purpose of the committee is as follows:

- Work collaboratively with the President's office in monitoring State and Federal legislative horizons and in responding to issues affecting higher education and Salisbury University.
- Organize/provide responses to requests from higher education organizations (AASCU, ACE, AACU) for communication to elected representatives regarding pending legislation.
- Report to the Forum on important issues under consideration that affect higher education in general and Salisbury University specifically.

The committee shall consist of the Executive Assistant to the President (*ex-officio* and non-voting), one elected representative from CUSS, CUSF, and USMSC, four faculty serving two-year terms, two staff members serving two-year terms and two students serving one-year terms.

14. *The Wellness Council*

The purpose of the Wellness Council is to promote a campus environment that promotes the health of all members of the University community. It should serve as a catalyst for the creation of a campus climate in which health, holistically conceived, is appreciated and fostered. The responsibilities of the Council include the following:

- collaborate with appropriate University offices and departments in assessing wellness and health-related needs;
- collaborate with University offices and departments in developing and evaluating student-centered wellness initiatives;
- provide advice to University offices and departments regarding the incorporation of wellness issues into the curriculum;
- provide advice to University offices and departments regarding worksite wellness programs for campus employees;

- evaluate and make recommendations to appropriate bodies regarding University policies on all issues affecting the health of the campus community, including alcohol and substance abuse issues;
- assess the impact of initiatives undertaken by the University to address alcohol and substance abuse and the effect of such abuse on the overall campus climate;
- provide advice to University offices and departments regarding wellness initiatives it may consider undertaking in the larger Salisbury community; and
- help the University participate in the on-going national dialogue regarding wellness and alcohol abuse issues.

The committee will be composed of the following representatives: The Director of Student Health Services, *ex-officio* and non-voting; the Alcohol Educator/Wellness Coordinator, *ex-officio* and non-voting; the Director of Student Counseling Services, *ex-officio* and non-voting; the Associate Vice-President for Human Resources, *ex-officio* and non-voting; three faculty members serving three-year terms, one retiring each year; three student representatives; and three members of the University staff serving three-year terms, one retiring each year. The Council shall elect its chairperson annually.

15. ***Information Technology Committee***

The purpose of this committee is to advise the Chief Information Office and the Information Technology Department concerning campus technology needs, priorities governing computer use, and software and hardware products provided through the campus network.

The committee shall be composed of the Chief Information Officer (*ex-officio* and non-voting), the Director of Information Technology, two faculty from each school serving two-year terms, four staff (two exempt and two non-exempt) serving two-year terms, and two students serving one-year terms.

ARTICLE VI. Sunset Provision

The Salisbury University Forum will cease to exist on June 15, 2001, and each of the Forum standing committees will become an *ad hoc* University committee reporting directly to all governance groups which determine any of its members, unless this article of these Bylaws is removed no later than the end of the spring semester 2001, following the procedures outlined in Article III, Section 5. Subsequently each such *ad hoc* University committee can have its description amended only with the approval of all of the representative governance groups to which it reports.

Forum Bylaws, Approved 7 December 1999

E. Faculty Senate³

Role and Objectives of the Faculty Senate

The Faculty Senate is the representative and deliberative body for conducting the business of the Salisbury 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:

- Expedite the business of the Faculty in public meetings, allowing input by the entire Faculty at all

³As 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.

- times;
- Establish *ad hoc* and Faculty Senate Standing Committees as needed;
- Inform the Faculty of changes in policies or procedures that impact academic programs or Faculty affairs; and
- Facilitate communication of concerns between the Faculty and the University's various constituencies; and
- Perform such other duties as the Faculty directs.

Article I.

Definition of Faculty, Regents, University, Senate, Senators

Section 1.

Faculty: The *Faculty* includes all full-time (including contractual) employees of Salisbury 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/professional research 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. Individuals who also qualify as Faculty are Librarians I, II, III, and IV, all of whom are considered At-Large members.

Section 2.

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

Section 3.

University: Salisbury 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 that 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" or "library," 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 chairperson 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 (excluding Librarians); 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 chairperson 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 chairperson 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 chairperson 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 seven members, including six voting members: A Designated Senator; and five members of the Faculty elected from and by their respective schools and library, 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 chairperson 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 chairperson 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 (excluding Librarians), 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 chairpersons 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 chairperson 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 (excluding Librarians) serving three-year terms: two retiring annually, no fewer than two of whom are tenured. The committee shall elect its chairperson 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 chairperson 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, a tenure-track Faculty member, or Librarian I-IV; 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 or Permanent Status Librarians (Librarians II-IV) 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 chairperson 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, a tenure-track Faculty member, or Librarian I-IV.

The committee shall consist of six voting members: A Designated tenured Senator; and five tenured members of the Faculty or Permanent Status Librarians (Librarians II-IV) 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 chairperson 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 Director of Institutional 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 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 chairperson 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 chairperson of the Faculty Welfare Committee, the chairperson of the Academic Policies Committee, and the two Faculty representatives to the State Faculty Council; three department chairpersons serving three-year terms with one retiring annually, elected by their chairperson 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 chairperson. 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 chairperson 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 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 seventy-five faculty members must vote in the election that includes a proposal about amending the Bylaws, and at least two thirds of those who vote on the amendment must approve proposed Bylaws or 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.

***** During its June, 2000 meeting, the Council of University System Faculty (CUSF) reapportioned representation from USM institutions. SU's delegation size was increased from 2 members (voting) to 3 members (voting), effective Academic Year 2000-2001. Reapportionment occurs regularly with review of faculty size at each institution.**

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University Curriculum Committee
Academic Policies Committee
Honors Program Committee
Library Committee
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F. 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 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

This section of the Graduate Council is currently being revised. Any questions regarding this matter should be addressed with the Chair of the Graduate Council.

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 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 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.

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 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

