



PLAN OF ORGANIZATION FOR SHARED GOVERNANCE OF THE UNIVERSITY OF BALTIMORE

Preamble

The purpose of this report is to provide effective shared governance for faculty members, staff members, and students at the University of Baltimore. Each of the existing shared governance entities— University Faculty Senate, UB Staff Senate, Student Bar Association and the Student Government Association—must approve this report for it to have any effect on how they engage in shared governance. Should it be approved by these entities and the President of the University, the report directs the existing shared governance organizations to establish their own constitutions and bylaws. The report encourages collegiate and other level governance bodies to review their constitutions and bylaws with the objective of achieving consistency with the guiding principles endorsed by this report. It is not intended to dissolve any collegiate governance bodies consistent with this Plan of Organization.

Introduction

The purpose of this Plan of Organization shall be to comply with the Board of Regents Policy on shared governance in the USM (BOR 1-6.00). It provides formal structures for appropriate collaboration and communication between and among administration, faculty, staff and students so that the academic community may discharge its functions with respect to educational policy and other pertinent affairs; and it represents those within the university community who are not otherwise represented by an exclusive bargaining agent to the administration of the University of Baltimore, the University System of Maryland Administration, and the Board of Regents of the University System of Maryland.

I. Principles of the Shared Governance at the University of Baltimore.

In accordance with the University System of Maryland (USM) policy on shared governance, the

University of Baltimore recognizes the distinct and complementary roles that the University President, administrators, faculty members, staff members, and students have in governing the University, and acknowledges the benefit from their active engagement and participation in the overall governance and decision making of the University. The following principles guide the development of the University of Baltimore's shared governance policies and practices.

1. Faculty members, staff members, and students shall have opportunities to participate, appropriate to their knowledge and expertise, in decisions impacting the university that relate to:
 - a. mission and priorities of the university;
 - b. curriculum, course content, and instruction;



- c. research, scholarship, and creative expression;
 - d. appointment, promotion and tenure of faculty members and the development of policies that affect the general welfare of faculty;
 - e. human resource policies and procedures and the general welfare of staff and administrators; that
 - f. selection and appointment of administrators;
 - g. student policies and procedures;
 - h. issues that affect the quality of instruction and learning and the ability of students to complete their education in a timely fashion;
 - i. allocation of resources by the university as it fulfills its mission and pursues its priorities; and i. other issues that arise from time to time that affect the overall welfare of the University.¹
2. Effective shared governance is based upon a clear understanding of the respective roles and responsibilities of participants, including administration, faculty members, staff members, and students.
 3. Regular and open communication among all parties is a critical element of effective shared governance. As such, all parties share responsibility to be informed on issues confronting higher education and the university; to share information and feedback in a timely fashion; to recognize the specific needs and goals of the university and its constituencies; and to interact respectfully with other parties in the governance system.
 4. While participation in governance by faculty members, staff members, and students is necessary and important for the well-being and advancement of the University of Baltimore, the final responsibility for decision making rests with the University President, Chancellor of the University System of Maryland, or the Board of Regents, who are ultimately held accountable by the public and its elected leaders.²

II. Plan of Organization for Shared Governance.

¹ Adapted from the Principles articulated in the Policy on Shared Governance in the University System of Maryland – Policy I - 6.00

² Taken from Section III.M of the Policy on Shared Governance in the University System of Maryland – Policy I - 6.00



- A. Governance Bodies: There shall be four representative bodies consisting of the University Faculty Senate, the Staff Senate, the Student Government Association (SGA), Student Bar Association (SBA). Each of these three bodies has the following responsibilities:
1. To advise and make recommendations to the UB administration on issues on behalf respectively of the faculty, staff, and students.
 2. To review the actions of the other governance bodies and make recommendations concerning those actions to the other governance bodies or to the UB administration.
 3. To establish its own constitution, bylaws and committees provided they are not in conflict with provisions of this Plan of Organization.
 4. To respond to initiatives brought forward by the Governance Steering Council (defined below).
 5. To make recommendations to the University President, including matters that the President may be asked to bring to the Board of Regents of the University System of Maryland.
 6. To make recommendation to USM-wide governance bodies, including CUSF, CUSS, the MHEC Student Advisory Board, and the University System of Maryland Student Council.

Issues not specifically assigned to one of the governance bodies may be considered by any of the four governing bodies. Neither the Plan nor the actions taken by the bodies established under the Plan may contravene public law or the authority of the Board of Regents or the Chancellor.

- B. Coordinating Mechanism: There shall be a Governance Steering Council to coordinate the work and ensure effective coordination and communication among the shared governance bodies and between constituent groups and the administration, but not to act as a governance body itself.
- C. Constitutions and Bylaws: Each governance body shall adopt its own constitution and set of bylaws, provided they are not in conflict with the provisions of this Plan of Organization. Each body shall operate in accordance with an agreed upon set of Rules of Order and elect officers in accordance with, and for terms established by, its own constitution and bylaws.



Each governance body may organize its own committees, in addition to University Wide Committees, and will apprise the Governance Steering Council to insure coordination of efforts with other committees.

III. The University Faculty Senate.

- A. The University Faculty Senate (UFS) shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:
1. The UFS shall have the responsibility, central role and authority to make recommendations regarding all matters of academic concern which shall include, but are not limited to: curriculum matters, degree requirements, academic standards, academic freedom, admission policies and standards, student behavior, academic programs, promotion and tenure policies and standards, operation and administration of research, scholarship and creative activity.
 2. The UFS shall act as a consultative and advisory body on matters of faculty concern which shall include, but are not limited to: appointment of administrative officers, budget and planning matters, university organizational structure, periodic reviews of academic departments and programs, and other matters affecting the educational quality of the university.
- B. The UFS shall ensure that each collegiate unit and the libraries establish an effective shared governance body consistent with the principles of shared governance.
- C. The UFS may share responsibilities with the governance bodies of the collegiate units and libraries. It is recognized, however, that one of the goals of shared governance is to drive effectiveness and efficiency in the shared governance process.
- D. The UFS shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution and bylaws. The President of UB and the Provost shall be ex officio³ members of the Faculty Senate.

IV. The Staff Senate.

³ Ex officio membership is defined as an individual granted a "voice" or the right to speak, but not the right to vote in a governance activity.



- A. The Staff Senate shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:
1. The development of human resource policies and procedures for staff not represented by collective bargaining.
 2. The development of nonacademic policies and procedures which support student learning, experience and responsibility both within and outside of the classroom environment.
 3. Selection and appointment of administrators, budget and planning matters for the University, the organizational structure of the University, and other issues that affect the overall welfare of the University.
- B. The Staff Senate shall be composed of representatives elected from its constituent group of all regular exempt, all regular non-exempt not represented by a union, and all contractual II employees of UB by a plan and process established by its own constitution and bylaws. The University President, Provost, Senior Vice President of Enrollment Management and Student Affairs, Senior Vice President for Administration and Finance, and chief human resource officer shall be ex officio members.

V. The Student Government Association.

- A. The Student Government Association (SGA) shall have authority to recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:
1. The establishment of budget for funds allocated to it, the selection of appropriate representatives for university and USM committees and workgroups, and the establishment and governance of clubs and other organizations of students entitled to the use of UB facilities.
 2. Student-related policies, procedures and issues that affect the ability of students to complete their education.
- B. The SGA shall be composed of representatives elected from the various student bodies at UB by a plan and process established by its own constitution and bylaws.

VI. The Student Bar Association



- C. The Student Bar Association (SBA) shall have authority to recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:
1. The establishment of budget for funds allocated to it, the selection of appropriate representatives for university and USM committees and workgroups, and the establishment and governance of clubs and other organizations of students entitled to the use of UB facilities.
 2. Law Student-related policies, procedures and issues that affect the ability of students to complete their education.
- D. The SBA shall be composed of representatives elected from the various student bodies at UB by a plan and process established by its own constitution and bylaws.

VII. The Governance Steering Council.

- A. The purpose of the Governance Steering Council (GSC) is to coordinate the activities of the two senates and the SGA, and to serve as a conduit of information between the three governance bodies and the University administration. It provides counsel to the University President on establishment of strategic priorities for the University.

The GSC shall consist of the Presidents and Vice Presidents of the Faculty and Staff Senates, the President and Vice President of the SGA, and the immediate past-chair of the GSC. The University President or his/her designee shall serve as an ex officio member.

Meetings of the GSC shall be held on a monthly basis from August through May and may be called by the Chair, the University President, or any governance body president on an as needed basis.

- B. The Governance Steering Council shall have the following functions:
1. Establish its own rules insuring the proper coordination of the shared governance organizations.
 2. Represent the interests of the governance bodies to the University President and, when appropriate, the University System of Maryland administration and the Board of Regents.



3. In conjunction with the University administration, identify and develop strategic initiatives for the Governance Steering Council, and the shared governance organizations. These initiatives will be reviewed and ratified by each of the governance bodies and does not preclude any group from modifying and/or developing additional initiatives throughout the course of the year.
 4. Refer matters to appropriate University Committees or governance bodies, receive the reports of those committees responsible to it, and inform each governance body promptly of the actions of the other governance bodies.
 5. Ensure that the governance bodies staff the University and System shared governance committees and councils. The GSC shall ensure balanced committee membership which represents the colleges, schools, disciplines and other divisions of the University, appropriate to the goals of the committee.
 6. Appoint ad hoc governance committees on matters of interest to more than one governance body or to resolve differences among the governance bodies.
 7. To call extraordinary meetings of the governance bodies.
 8. Conduct on-going assessment of the effectiveness of shared governance and its respective committees, and to make proposals to the governance bodies to improve the functioning of this Plan of Organization or on other matters as required.
- c. Officers of the Governance Steering Council
1. The GSC shall have a Chair and a Vice Chair, with each representing a different senate. The GSC will hold elections for these positions at its last meeting of the spring semester. Each shall serve a one-year term from June 1 through May 31. There are no limits to the number of terms an officer may serve.

These positions entail significant effort and commitment. While all members of the GSC are eligible to serve in these roles, significant forethought should be considered when considering serving in one of these roles. Additionally, at no time will the chair and vice-chair be held by the same shared governance organization.



2. The Chair and/or Vice Chair will represent the GSC and the governance bodies as required or requested, will meet with the University President on a regular basis, and may serve on management committees, as appropriate.
3. The functions of the Chair of the GSC shall be to:
 - a. conduct the meetings of the council;
 - b. communicate with the governance bodies on all relevant matters;
 - c. receive correspondence from and transmit correspondence to the governance bodies on behalf of the GSC; and
4. The Vice-Chair shall have the primary responsibility for coordinating university-wide committee membership. In the event of the Chair's absence or inability to serve, the Vice Chair will assume the position of Chair until elections can be held. And maintain records and ensure that the minutes of the meetings of the GSC are recorded and distributed to the governance bodies by the administrative support staff provided by the Provost's Office.

VII. University Committees.

- A. University Committees shall be those committees established in this Plan of Organization or created by majority vote of each of the two Senates.
- B. Chairs of University Committees shall be elected from among the members of the committee. In the event of a vacancy in a chair position of a University Committee, a temporary chair shall be appointed by the President of the governance body to which it reports or by the Chair of the Governance Council, if it reports through the Governance Steering Council. Ex officio members of University Committees may not serve as Chairs.
- C. The functions of University Committees shall include the following:
 1. To accept assignments from the GSC or any of the governance bodies.
 2. To inform the governance bodies and the Governance Steering Council of its actions.
- D. Unless otherwise specified in this Plan of Organization, the faculty members of University Committees shall be selected by methods to be determined by the Faculty Senate; the staff members of University Committees shall be selected by methods to be determined



by the Staff Senate; and the student members of University Committees shall be selected by methods to be determined by the Student Government Association and Student Bar Association.

E. University Standing Committees will include:

1. Strategic Planning and Budgeting Committee: The University of Baltimore Strategic Planning and Budget Committee (SPBC) in consultation and dialogue with the President and the University community, supports and enhances the success of the University through evidence based-decision making relating to: strategic planning, assessment of institutional priorities, review of budgetary policies, and the evaluation of programs and services. All activities of the SPBC are advisory to the President, the President's executive team and shared governance.

In partnership with the University, SPBC:

- a. Guides the development and dissemination of the University's strategic plan.
 - b. Identifies issues that facilitate or impede the pursuit of the University's mission.
 - c. Provides advice on budget policies, significant budgetary actions and institutional priorities consistent with the strategic plan of the University.
 - d. Assists in the evaluation of the effectiveness of plans, policies, and the assessments that affect the entire infrastructure of the University.
 - e. Advises on the development of guidelines for setting planning and budgeting priorities.
2. University Diversity, Equity, Inclusion Committee: The committee is charged with recommending actions to the Council that help promote a university-wide appreciation and integration of diverse and inclusive ideas, practices, and capabilities at all levels of the University. Specifically, the committee may maintain a progressive action plan for university-wide diversity, equity, and inclusion measures, communicate to UB audiences the University's diversity objectives and initiatives, make policy recommendations, and when necessary, contribute to the preparation of various University reports. The committee membership is composed of representatives of each governance body and university volunteers.
 3. University Planning and Facilities Committee (Campus Environment): The purpose of this committee is to ensure communication between administrators responsible for



the University's facilities and campus environment and the various constituents of the university. The campus environment is defined as including the physical environment (building/grounds, neighborhood, security, ecological / sustainable) and the virtual environment (online learners, web-based environment). Responsibilities of the committee include collecting relevant information, fostering communication between interested groups and preparing recommendations for consideration by the governing bodies and administration. The committee is composed of representatives of each governance body. The Vice President for Facility Management and Capital Planning and the Chief Information Officer, or their designees, shall be ex officio members.

4. University Work Life Committee: The committee is charged with improving the work lives of all employees and advancing the University's commitment to a culture of civility and equality. It has two primary functions: to review and assess issues which impact the quality of employment, and to review and make recommendations on policies, programs and services to improve the working lives of employees. The committee is composed of representatives of each governance body. The university's chief human resource officer, or his/her designee, shall serve as an ex officio member.
5. University Enrollment and Retention Committee: This committee is charged with taking a holistic and practical view of the university's enrollment and retention and serves to emphasize the responsibility shared throughout the University community to prioritize practices and procedures that enhance and strengthen the university's ability to enroll and retain students. The Enrollment and Retention Ad Hoc Committee will provide counsel to the Chief Retention Officer and the new Vice President for Enrollment Management to assist in this individual's onboarding, the committee will gather and review existing practices and trainings to improve effectiveness and provide constructive feedback while enabling the governing bodies to have input into these matters. Importantly, this group will play no role in the setting of enrollment and retention targets but instead focus on where emphasis on processes may help better serve enrollment and retention efforts. The committee is composed of representatives of each governance body. The Vice President for Enrollment Management and Associate Vice President for Student Success and Support Services, the Provost or designee and a staff member from the Office of Human Resources shall be ex officio members.
6. University Committee on Building Campus Community and Police Relations: This committee is charged to bring together University of Baltimore Students, Staff, and Faculty as well as members of the Baltimore Police Department, Baltimore Police Academy and University of Baltimore Police and other relevant organizations to draw on our existing relationships, develop to further opportunities for partnership, and



create dialogue about our shared community to further the goal of bridging the gap between the differences in these communities and enabling the university to be a catalyst for positive change in the city community. The short term/immediate goal of this committee is to provide formal recommendations on behalf of the campus community in regard to what the University of Baltimore, UPBD, Police Academy and Baltimore Police can do in the future to combat systemic racism.

- F. Ad Hoc committees with university-wide function shall be appointed in coordination with the Governance Steering Council.

VIII. Resources and Support.

- A. Every effort will be made to establish appropriate times to hold meetings when few or no classes are scheduled.
- B. The Faculty Senate President will receive a one course release per semester or equivalent workload compensation.
- C. The Staff Senate President will receive an equivalent stipend.
- D. The SGA President and Vice President will each receive a yearly stipend as approved through their constitution.
- E. The SBA President and Vice President will each receive equivalent compensation as approved through their constitution.
- F. The Office of the Provost, the Office of Human Resources and the Center for Student Involvement will provide appropriate archival and administrative support for the respective shared governance bodies.
- G. Annual funding will be available for members of the shared governance bodies to support professional development activities related to shared governance.

Amendments to the Plan of Organization_____

- A. Amendments to this Plan of Organization may be presented by a governance body or the Governance Steering Council by the following procedure:



1. The GSC shall promptly transmit the text of such proposed amendments to the governance bodies. Each governance body has three working months to act or forfeit its right to decide on the issue.
 2. Each governance body shall distribute the text of the proposed amendment in writing to its members at least ten working days before the meeting at which it is to be voted on.
 3. Amendments to portions of this Plan of Organization affecting three or more governance bodies require a two-thirds vote in at least three of the four governance bodies that exercise their right to decide within the time period set forth.
 4. Each governance body may amend the portions of this Plan of Organization relevant to its own structure by a two-thirds vote of that body.
- B. Each governance body has the right to remain informed of the actions of other governance bodies, but none has the power to veto the action of the other.
- C. The constitution and bylaws of any governance body may be amended by the procedures established by its bylaws provided such amendments do not conflict with this Plan of Organization, or the authority of the Chancellor or the Board of Regents.
- D. Upon ratification, the amendment shall be forwarded to the University President for final approval.

X. Approvals.

Approved by the University's Existing Governance Bodies:

<u>David G. Rubin</u>	<u>5/15/12</u>
University Faculty Senate President	Date
<u>[Signature]</u>	<u>5/21/12</u>
University of Baltimore Administrative Council	Date
<u>[Signature]</u>	<u>5/22/12</u>
SGA President	Date
<u>Debra L. Stanley</u>	<u>5/21/12</u>
University Council Chair	Date



Approved by the President:

[Handwritten Signature]

University President

5-23-12

Date