

CHAPTER TWO

The University System Of Maryland (USM) And Towson University (TU)

Governance Structure

I. GOVERNANCE OF THE UNIVERSITY SYSTEM OF MARYLAND

A. Board of Regents

The seventeen-member Board of Regents is the governing body of the University System of Maryland. Fifteen members are appointed by the governor with the consent of the Maryland Senate for five-year terms, a student member is appointed for a one-year term, and the Secretary of Agriculture is an ex officio voting member. The Board annually selects a chairperson from its membership. The Board of Regents is responsible for the management of the system and has all the rights, privileges, and powers required to maintain that responsibility. For detailed information, see Titles 12 and 13 of the Education Article of the Annotated Code of Maryland or visit www.usmd.edu/leadership/BoardofRegents.

The Chancellor of the University System of Maryland is the Chief Executive Officer of the System and the Chief of Staff for the Board of Regents. The Chancellor and the administrative staff of the System serve as coordinators and system planners for the University System. The USMH includes the offices of the Chancellor and three Vice Chancellors: Academic & Student Affairs, Administration, and External Relations. The campus presidents report to the System through the Chancellor's Council.

B. The University System of Maryland

The University System of Maryland (USM) was formed in 1988. It consists of the universities, research, and service units formerly governed by the Board of Regents of the University of Maryland and the six state universities and colleges formerly under the administration of the Board of Trustees of the State Universities and Colleges. There are eleven degree-granting campuses: Bowie State University, Coppin State College, Frostburg State University, Salisbury University, Towson University, University of Baltimore, University of Maryland, Baltimore (UMB), University of Maryland, Baltimore County (UMBC), University of Maryland, College Park (UMCP), University of Maryland Eastern Shore (UMES), and University of Maryland University College (UMUC). The System also includes two research centers, Maryland Biotechnology Institute (MBI), the Center for Environmental and Estuarine Studies (CEES), and one system-wide higher education center at Shady Grove in Montgomery County.

C. The Maryland Higher Education Commission

The Maryland Higher Education Commission, founded in 1988, is the state's central coordinating authority for higher education. The Commission is composed of twelve members. Eleven members are appointed by the governor with the consent of the Maryland

Senate for five-year terms. The twelfth member is the chairperson of the Student Advisory Council. The Governor designates a chairperson annually from among the commission members. The Secretary of Higher Education, nominated by the Commission, selected by the Governor, serving on the Governor's Executive Council, is the executive officer of MHEC. For detailed information, see Title 11 of the Education Article of the Annotated Code of Maryland.

D. Faculty Advisory Council

A Faculty Advisory Council representing the faculty in higher education institutions coordinated by the Maryland Higher Education Commission considers issues directed to it by the Secretary or the Commission and may submit reports to the Commission. The Towson University electorate elects one nominee for appointment to the Council.

E. Council of University System Faculty (CUSF)

A Faculty Council of the University System of Maryland representing the faculty of the USM institutions advises the Chancellor and may submit reports and recommendations directly to the Board of Regents. The Towson University faculty electorate selects three faculty representatives to the Council. See page 2-19 for USM Constitution for CUSF.

II. 6.00 USM POLICY ON SHARED GOVERNANCE IN THE UNIVERSITY SYSTEM OF MARYLAND

A. Purpose

The University System of Maryland (USM) consists of 13 institutions with distinct but complementary missions. The Board of Regents recognizes the distinct and complementary roles that the Regents, the Chancellor, the presidents, other administrators, the faculty, the staff, and students have in governing the USM institutions.

Moreover, the Board also recognizes that as higher education changes and evolves, implementation of the fundamental principles of shared governance set forth below must also continue to evolve.

This policy affirms the Board's commitment to these fundamental principles, which shall guide the development of institution-specific shared governance practices consistent with this policy.

B. Principles

1. Final authority and responsibility for the welfare of the USM and its institutions rests with the Board of Regents. The Board may delegate to the Chancellor and the presidents portions of that authority for the purpose of assuring the effective management of the System and its institutions.
2. Shared governance procedures and principles apply at all levels within the USM.

3. Shared governance requires informed participation and collaboration by faculty, students, and administrators.
4. Faculty, staff, and students shall have opportunities to participate, appropriate to their special knowledge and expertise, in decisions that relate to
 - a. mission and budget priorities for the University System of Maryland and its constituent institutions;
 - b. curriculum, course content, and instruction;
 - c. research;
 - d. appointment, promotion, and tenure of all faculty members and the development of policies that affect faculty welfare generally;
 - e. development of human resources policies and procedures for exempt and non-exempt staff;
 - f. selection and appointment of administrators;
 - g. issues that affect the ability of students to complete their education; and
 - h. other issues that arise from time to time that affect the overall welfare of the USM and/or its institutions.
5. While some members of shared governance bodies may be appointed, the substantial majority should be elected by their constituencies. Such bodies should elect their own presiding officers.

C. Practice

1. Each USM institution shall have in place written procedures and formal structures that provide for appropriate collaboration and communication between and among administration, faculty, staff, and students. The structures and procedures shall be developed cooperatively, disseminated widely prior to adoption, and reviewed periodically according to procedures and timelines established in the documents governing institutional practice.
2. Each constituent institution within the USM shall have either a single shared governance body for the institution as a whole, or separate bodies for faculty, staff, and students. At least 75% of the voting members shall be elected by their constituencies. This percentage shall not apply to paragraph G below. These bodies shall have written bylaws and shall meet regularly.
3. Each institution shall define the subject matter appropriate for faculty, staff, and/or student participation in the shared governance process.

The definitions shall recognize:

- a. The responsibility of administrators for forming and articulating a vision for

the institution, for providing strategic leadership, and for managing its human resources, finances, and operations;

- b. The central role of the faculty in the institution's teaching, research, and outreach programs, including the assessment of the quality of these activities through peer review.
 - c. The essential support provided by staff in facilitating the institution's operations and the legitimate interest of the staff in participating in the development of policies and procedures that affect them and the welfare of their institutions;
 - d. That students are the institution's main academic educational focus and that they have a legitimate interest in matters affecting their ability to complete their education, including but not limited to costs, grading, and housing; and
 - e. That there is a role for each group in the search for and selection of key institutional administrators.
4. Institutional structures and procedures for shared governance shall address the role of non-tenured and non-tenure track, part-time, adjunct, and other faculty ranks as established by Regents' policy, as well as other employees on long-term contracts.
 5. The presidents and other institution-wide administrators shall consult regularly with the institution's elected representative body or bodies. This consultation will be in accordance with accountability plans developed collaboratively by the participants. These accountability plans shall be subject to the approval of the Board of Regents. The presidents shall report annually to the Chancellor on the implementation of these accountability plans, and the Chancellor in turn shall report to the Board.
 6. The Chancellor and other System administrators shall consult regularly with the legislatively mandated, System-wide representative bodies. The Chancellor shall report annually to the Board on the status of these consultations.
 7. The presidents shall assure that shared governance, based upon the principles and practices in this policy, is appropriately implemented in all sub-units, and are accountable for assuring that other administrators follow them in unit-level deliberations.
 8. Effective implementation of shared governance shall be a component of evaluations of the Chancellor, the presidents, and other administrators as designated by the Chancellor for the USM Office, and by the president for the institutions.
 9. In keeping with Principle II.C., all participants share with their presidents and the USM leadership responsibility for:
 - a. Being informed on issues that confront higher education, the USM, and the institutions;
 - b. Acting within time constraints that are imposed by external agencies and

- influences, sometimes with little or no notice;
 - c. Sharing appropriate information and providing timely feedback;
 - d. Recognizing the specific goals and needs of the institution, and being accountable to the constituencies represented; and
 - e. Distinguishing the roles played by various units and individuals in decision-making and administration.
10. Given the dynamic nature of institutional governance, it is understood
- a. That there may be occasions when institutional leaders must act in the best interest of the institution on major issues affecting the institutional constituencies without full benefit of the shared governance process. In such cases the representative bodies shall be informed in a timely manner and have an opportunity to comment on the issues.
 - b. That administrators shall inform important constituencies in a timely manner if they choose to disregard, in whole or in part, the advice and recommendation of constituencies, and they should provide the reasons for their decision. In these cases, the shared governance body may, if it so chooses, presents a written statement of its position and/or any objections to the decision as part of the institution's or unit's record on the issue.
11. Faculty and staff, who do not hold administrative appointments, and all students, may express their opinions freely on all shared governance matters without retaliation. Administrators, including faculty holding administrative appointments, may also express their opinions freely during policy discussions; without retaliation, but once a decision is reached they are expected to support and implement policy as determined by the institutional leadership.
12. Shared governance requires a commitment of resources and time from the USM institutions. Each institution shall provide a proper level of resources, as determined by the president, to faculty, staff, and students to allow them to carry out their shared governance responsibilities effectively.
13. While participation in governance by faculty, staff, and students is necessary and important for the well-being of the USM and its institutions, the final responsibility for decision-making rests with institutional presidents, the Chancellor, or the Board of Regents, who are ultimately held accountable by the public and its elected leaders.

Approved by the Board of Regents, October 4, 1996; Amended on August 25, 2000

III. Organization Of Towson University

A. Administration

The president is directly responsible and accountable to the Board of Regents of the

University System of Maryland for the discipline and successful conduct of the University and the supervision of each of its departments.

The President is the Chief Executive Officer of the University. Reporting directly to the president are five vice presidents, each responsible for an academic or administrative unit of the University. These units are the Division of Academic Affairs, the Division of Administration and Finance, the Division of Economic and Community Outreach, the Division of Student Affairs, and the Division of University Advancement. Also reporting to the president is an Executive Assistant to the President, Special Assistant to the President for Diversity, the Assistant for Governmental Relations, the Director of Internal Auditing, the Director of Athletics, and the University Counsel.

The Provost and Vice President for Academic Affairs is responsible for all academic personnel and for academic programs and their administration. Reporting to the Provost are the Associate Provost, the Assistant Provost for Undergraduate Studies, the deans of the colleges, the Associate Vice President for Academic Resources and Planning, the Senior Associate Vice President for Enrollment Management, the University Librarian, the Director of the Multicultural Institute, and the Assistant to the Provost.

The Vice President for Economic and Community Outreach is responsible for the formal links between the University and the community it serves. This is realized through training, consulting, course delivery, research support, technology support, and work force development initiatives.

The Vice President for Administration and Finance and Chief Fiscal Officer is responsible for the University's computer and network system, administrative services, budget, financial operations and accounting, capital and facilities planning, human resource management, plant operations and maintenance, transportation, auxiliary services and the university police.

The Vice President for Student Affairs is responsible for the African American Cultural Center, Career Center, Counseling Center, Disability Support Services, Office of Diversity Resources, Dowell Health Center, Housing & Residence Life, Judicial Affairs, Orientation and New Student Programs, Recreational Sports, SAGE, Student Activities, Student Day Care Center, Women's Center.

The Vice President for University Advancement is responsible for the management of the University's alumni relations, fund raising, university relations, University marketing, legislative relations, design and publications, and the Council on Economic Education in Maryland. The vice president also serves on the Towson University Foundation Board as an ex officio member.

B. The Colleges

There are eight colleges with academic departments and programs and one college that administers graduate programs and research. Each department offers one or more major programs, and there are interdisciplinary major programs coordinated by some colleges. For a full description of programs, policies, and procedures of each college, see the Undergraduate Catalog and Graduate Catalog.

The College of Business and Economics (CBE) is composed of five academic departments of Accounting, Economics, Finance, Management and Marketing & e-Business. In addition, the College has a Business Excellence Program, which ensures the foundation for the Knowledge, Skills and Attitudes (KSAs) integrated throughout the curriculum and supports the students in their required internships through the Professional Experience portion of the program. The Departments and the Business Excellence Program collaborate with each other and are responsible for helping students meet the required “Profile of a CBE Graduate.” The CBE Student Academic Services coordinates the CBE’s participation in TU’s Admissions events and TUCARES, including the evaluating transfer courses for the major, administering the pre-business screening program, providing advising support to faculty, and meeting with prospective students to discuss the CBE academic programs. In addition, the CBE has two outreach centers. The Center for Applied Business and Economic Research (CABER) is an umbrella outreach unit for education and research. The purpose of the CABER is to serve the business and economic knowledge and information needs of individuals, businesses, government agencies, and other organizations in the Baltimore Metropolitan area and its surrounding communities throughout the state. Its mission is to facilitate the exchange of information between the academic and business community; provide a forum for faculty, students, and community to engage in meaningful and intellectual partnerships; and advance the state of research and practice in areas of business relevant to the economic development of the region. The Maryland Council for Economic Education (MCEE) supports economic and financial literacy in our K-12 programs in Maryland.

The College of Education (COE) is composed of six academic departments: Early Childhood Education (ECED), Educational Technology and Literacy (ETL), Elementary Education (ELED), Instructional Leadership and Professional Development (ILPD), Secondary Education (SCED), and Special Education. All Towson professional educator preparation programs are approved by the Maryland State Department of Education (MSDE) and the National Council for Accreditation of Teacher Education (NCATE).

At the baccalaureate level, there are degree programs offered in early childhood education, elementary and special education; all teacher education candidates at the K-12 and secondary levels major in the academic discipline with a concentration in secondary education.

At the Master’s level, there are degree programs in Early Childhood, Elementary, Secondary, Reading, Special Education, Instructional Technology and Educational Leadership, and (an initial certification) Master of Arts in Teaching. The COE also offers Certificates of Advanced Study in Early Childhood and Educational Leadership. The COE offers doctoral education in Instructional Technology. There are also post-baccalaureate certification tracks within the ECED and SPED masters’ degrees.

The College of Fine Arts and Communication (COFAC) is composed of the departments of Art, Dance, Electronic Media and Film, Music, Mass Communication and Communication Studies, and Theatre Arts. It administers the Arts Integration Institute, Asian Arts and Culture Center, the Maryland Arts Festival, and Stephens Hall Theatre.

In the Center for the Arts, the college manages the Mainstage Theatre, the Ruth Marder Studio Theatre, and a second Studio Theatre; the Harold J. Kaplan Concert Hall and a new recital hall; the dance studio theatre; and two art galleries. It also manages three state-of-the-art computer labs supported by professional media software, a studio lab for advanced computer-based graphics, student radio and television stations, XTSR, WTMD-FM and WMJF-TV, a digital visual media lab/production facility that includes screenwriting and audio labs for film and radio.

COFAC sponsors additional outreach programs through the Children's Dance Division, Music Preparatory Division, and the Community Arts Center. The College offers BA and BS degrees, a BFA in Dance, the Master's degrees in Art, Art Education, Music Performance, Music Education, Integrated Communication Management, with the MFA in Art and Theatre Arts.

The Jess and Mildred Fisher College of Science and Mathematics (FCSM) is composed of the departments of Biological Sciences; Chemistry, Computer and Information Sciences; Mathematics; and Physics, Astronomy and Geosciences. It also includes the Center for Science and Mathematics Education. Interdisciplinary programs associated with the college include Environmental Science and Studies program; Molecular Biology, Biochemistry and Bioinformatics (MB3) program; and a program in Animal Behavior. It also offers the dual engineering degree programs with the University of Maryland at College Park and The Pennsylvania State University, and dual degree in Medicinal Chemistry and Pharmacy with the University of Maryland School of Pharmacy, and the dual degree program in Aquaculture and Antarctic and Southern Ocean Studies with the University of Tasmania, Australia.

The College of Health Professions (CHP) has academic programs organized into six units: an Office of Collaborative Programs and five departments including Audiology, Speech-Language Pathology, and Deaf Studies; Health Sciences; Kinesiology, Nursing; and Occupational Therapy and Occupational Science. The College has 14 undergraduate degree programs and 10 graduate degree programs, including doctoral programs in Audiology and Occupational Science. The College offers several programs that are the only programs within the University System of Maryland: occupational therapy, occupational science, deaf studies, allied health, and chemical dependency counseling and education. Almost every undergraduate student in the College has a substantive off-campus clinical or internship experience prior to graduation. Overall, the mission of the College is to provide the highest quality of undergraduate and graduate education in a wide range of health care and sport-related professions that promote and enhance health and human performance. Through collaborative research, outreach, and educational partnerships, the College provides support for the health and human performance needs of on- and off-campus communities. Key on-campus programs that complement academic programs are the Speech-Language-Hearing Clinic; the Center for Health and Wellness; and the Alcohol, Tobacco, and Other Drug Abuse Prevention Center. Formal partnerships for specific programs are in place with St. Joseph's Medical Center, Sheppard Pratt Health System; Greater Baltimore Medical Center; Kennedy-Kreiger Institute; Community College of Baltimore County and other community colleges; and Towson University's Residence Life Department for a Wellness Residence Hall.

The College of Graduate Studies and Research (CGSR) comprises the Graduate School, the Office of University Research Services, and a Finance Office. The college supports sixty post-baccalaureate certificates, master's, and doctoral programs. CGSR coordinates the development of new graduate programs and handles all administrative activities of campus research. Working closely with individual academic departments and programs, the Graduate School oversees the development and assessment of graduate programs, recruits graduate students, maintains graduate student records, monitors academic progress, and clears students for graduation. Through the Office of University Research Services (OURS), CGSR is also responsible for the overall research agenda at the University and works closely with faculty members and administrators to advance the University's research mission. Specific research-related responsibilities of the College include identifying funding sources; developing and carrying out faculty professional development activities in relation to research; preparation of proposals and bids for research and other scholarly projects, oversight of compliance with research and external funding policies, including human subject protections; and financial post-award services billing, financial reporting, and representation at any audit proceedings. Further to the College's support for research, the College also administers the internal faculty research grants, the teaching enhancement grants, and faculty summer fellowships.

The Honors College provides an enhanced collegiate experience to our most talented and high achieving students. The Honors College involves approximately 700 students, 68 major departments, and selected professors from all academic colleges across the University. Academic opportunities include small Honors classes which provide more intimate student-faculty interaction and satisfy General Education requirements, early registration, and recognition on the student's transcript, diploma, and at the graduation ceremony. All accepted first year students receive an Honors College scholarship as well as eligibility for the majority of merit scholarships on campus. Social benefits include an option to live in honors housing which creates an intellectual community where students live together on-campus and share ideas, integrates residential living with classroom activity, and nurtures an environment conducive to academic achievement; to become a part of an honors student peer group; and to participate in special social, cultural and leadership opportunities.

The College of Liberal Arts (CLA) is composed of the departments of English, Family Studies and Community Development, Foreign Languages, Geography and Environmental Planning, History, Philosophy and Religious Studies, Political Science, Psychology, Sociology, Anthropology, Criminal Justice, and Women's Studies. Its interdisciplinary major programs include American Studies, Animal Behavior, Asian Studies, Comparative Ethnic Studies, Cultural Studies, International Studies, Latin American Studies, Law and American Civilization, Medieval and Renaissance Studies, Metropolitan Studies and Social Sciences. In addition to departmental minors, the College offers interdisciplinary minors in African/African-American Studies, Business, Communication and the Liberal Arts, Classical Studies, Irish Studies, Jewish Studies, and Lesbian/Gay/Transgendered Studies. It also offers a program in individualized interdisciplinary studies. At the graduate level, interdisciplinary programs are offered in the Humanities, Social Sciences and in Liberal and Professional Studies. The College also offers a pre-law program. The Center for Teaching and Research on Women is located in the College.

IV. The Responsibilities Of The Deans Of Colleges With Faculty At Towson University

A. Preamble

Each dean is the chief administrative officer of his or her college. The dean is hired by the Provost and Vice President for Academic Affairs and is accountable to the provost, and through the provost to the president.

The dean represents the departments, interdisciplinary program committees, center/institutes, and other units and the faculty of the college to the central administration, and represents the central administration to the departments and other units and the faculty. In fulfilling his/her responsibilities, the dean is expected to exercise appropriate control of the operations of the college and its components.

The dean has a wide range of duties, the relative importance of which vary depending upon the needs of the college, its departments, and the University at a given time. Thus, there is flexibility in the dean's focus in carrying out the duties described in this document.

B. Leadership

The dean is responsible for providing leadership, which allows the departments and other units in the college to attain appropriate educational objectives while promoting the common interests of the college and the University. The dean is advised by a college council, by the department chairpersons/program directors, and by the staff and committees within the college. However, the dean has the ultimate responsibility for recommendations to the University's administration and for interpreting and representing the work of the college to constituencies outside the college and outside the University.

The dean promotes and maintains high academic standards within the college, including the advancement of scholarship and program development activities. The dean encourages and promotes new ideas, and fosters and maintains an intellectual and creative climate within his/her college. The dean provides guidance in overall planning and coordination of academic programs, and facilitates communication, both within the college and to units external to the college. The dean provides leadership in the recruitment and retention of students in the college's programs. The dean consults with the dean of the College of Graduate Education and Research in regard to matters related to those units.

The dean, in consultation with faculty, exercises leadership in the selection, retention, promotion, and development of faculty and staff. The dean recommends to the provost candidates for chairpersons, directors of interdisciplinary programs, directors of centers and institutes, and leaders of other units within the college. The dean orients, supervises, and evaluates chairpersons, directors, and other unit leaders. Depending on the needs of the college, its departments, and the University at any given time, the dean is active in state, regional, and national professional organizations, whether decanal or in his/her academic discipline, and/or in other activities external to the University appropriate to the interests of the college and the University and/or in scholarship and/or in teaching.

C. Administration

The dean's administrative duties include responsibility for the management of resources and facilities assigned to the college and its units, oversight of [routine and non-routine] activities required of the college and its units, and interaction with other administrative units of Towson University and of the University System of Maryland. The dean appoints administrative and clerical staff to help carry out the administrative functions of the office.

The dean reviews all advertisements for faculty positions, interviews all finalists for faculty positions, and after consultation with the department/program faculty, advises the provost on the appointment of new faculty; the dean appoints search committees for chairperson searches in the college; the dean also advises the provost regarding proposed promotions, tenure recommendations, salaries, leaves, dismissals, and resignations of the college's faculty, administrative, and clerical staff.

In complaints and appeals by either students or faculty members, the dean or his/her designee serves as the third step in an appeal after the faculty member or supervisor [first step] and the department chairperson [second step].

Having considered the budget requests of the departments within the college, the dean prepares a budget request for the college and presents it before the provost. When an operating budget is granted to the college, the dean allocates funds among the departments. The dean oversees space within the academic buildings assigned to him/her, and serves as liaison with architects in the design of new facilities or major renovations. The dean works with chairpersons and program directors to develop appropriate course scheduling and approves all course schedules in the college.

The dean is an ex officio, non-voting member of the college council and its committees. In addition, the dean may establish committees or task forces to address particular issues or accomplish specific tasks.

D. Evaluation

Each dean serves at the pleasure of the president. A dean may also have tenure as a faculty member, but there is no tenure as a dean.

Each dean is evaluated annually by the provost based upon the dean's annual goals and objectives. Each year in consultation with the provost, these objectives are set to reflect the annual goals of the university and the college as well as the dean's own activities. This performance evaluation also provides the basis for the provost's determination of the dean's annual salary increases.

Approved by the Council of Deans, February 16, 1993

Revised by the Council of Deans, September 14, 1994; Updated July 3, 2001

V. ACADEMIC DEPARTMENT CHAIRPERSONS' ROLES AND RESPONSIBILITIES

This document outlines the roles and responsibilities, evaluation, appointment and reappointment of Academic Chairpersons for Departments (“chairperson”). The position is a 12-month three-year appointment, renewable upon recommendation by the dean of the college with approval by the provost.

A. Role of the Chairperson

The chairperson serves as both an administrator and faculty member, occupying a unique blended position in the administrative hierarchy. The primary role of the chairperson is to lead faculty and staff colleagues in the department to create an effective and efficient learning organization by

- ensuring that the needs of the students in the programs supported by the department and the general education courses delivered by the department are fully met.
- ensuring continual professional and personal growth of departmental colleagues.
- fostering appropriate change and planning.
- promoting scholarship for advancement of the discipline(s).
- being an advocate for the academic mission, values, and needs of the department, college, and University.
- maintaining and overseeing the standards for completion of program requirements toward graduation.

The chairperson is expected to integrate faculty and administrative functions, engaging in leadership, management, teaching, scholarship and service activities, toward the creation of an effective and efficient academic unit.

While core roles of the chairperson are common across different academic disciplines and departments, specific roles may vary, due to the distinctive missions, objectives, and challenges associated with the department. Therefore, the specific responsibilities for each chairperson shall be negotiated with the dean of the respective college at the time of appointment and reviewed on an annual basis.

All chairpersons should assume some responsibility for four critical leadership functions in addition to their teaching, scholarship and service activities. Sample activities that might be considered under each area are provided. This listing serves as an example that is not exhaustive and is not meant to suggest that each chairperson engage in all of these activities. Activities of the chairperson shall be determined by specific objectives of the academic unit and the college.

1. Leadership in Management

- Plan and maintain department budget(s) and allocate resources appropriately
- Monitor department progress and accomplishment of goals
- Ensure effective day-to-day operations of the academic department

- Supervise department administrative support staff
 - Supervise the hiring process for faculty and staff
 - Advise, direct, and evaluate faculty in accordance with promotion and tenure policies
 - Prepare department schedule, balancing teaching assignments, course offerings, and the academic needs of the students
2. Leadership in Advocacy and Communication
 - Establish and communicate department mission and strategic objective(s)
 - Represent department and programs on and off campus
 - Develop and maintain relationships with other academic and administrative departments
 - Mentor, motivate, and promote development of faculty
 - Serve as advocate for faculty, staff and students
 3. Leadership in Governance and Operations
 - Coordinate and oversee department student advising, retention and development
 - Plan and manage programs, course delivery, and curriculum initiatives
 - Provide for the supervision of student teaching, internships, clinical experiences, student theses and dissertations
 - Develop and oversee department policy on all aspects of screened majors
 - Mediate and resolve conflicts of faculty, staff and students
 - Ensure department representation on college, University, USM, and state/national committees as appropriate
 - Maintain an atmosphere conducive to departmental shared governance.
 4. Leadership in Outreach
 - Ensure department representation in professional associations and at professional meetings
 - Encourage community related activities among department personnel
 - Stimulate strong departmental relationships with and among alumni
 - Enhance department image and engage in outreach to external constituencies

B. Role of the Chairperson in Faculty Development and Evaluation

The chairperson plays a significant role in the evaluation of his or her department faculty members. The chairperson fulfills that role by

1. ensuring that promotion, tenure, and merit policies of the department, college, and University are followed.
2. meeting with faculty annually regarding the workload agreement documents and approving department faculty members' workload agreements.
3. consulting with the dean regarding the evaluation of faculty members made by department committees and the chairperson.

C. Chairpersons' Teaching Load

The teaching load for chairpersons will be one to four course units per year based on the variables below. The dean will determine the teaching load.

- The number of full-time equivalent faculty and staff

- The number of majors/students enrolled in programs in the department
- The graduate/undergraduate program mix
- The complexity of the department (e.g., number and type of on-campus programs, number and type of off-campus programs, clinical experience requirements, accreditation requirements, certification needs, etc.)
- The chairperson's level of scholarship

D. Term of Appointment and Selection of the Chairperson

The chairperson is appointed to a 12-month position. The initial term of appointment is three years and may be renewed every three years. In unusual circumstances, a chairperson's reappointment may be for a term less than three years. The chairperson receives a chairperson contract, signed by the dean and the provost. This contract is separate from the chairperson's faculty contract.

The provost appoints the chairperson, upon the recommendation of the dean. The chairperson serves at the pleasure of the dean. The chairperson will be selected from candidates recruited through a national search or by an internal appointment, after appropriate consultation between the dean and the department.

E. Evaluation of the Chairperson for Promotion, Tenure, Reappointment (as a faculty member), and Merit

Evaluation of the chairperson for promotion, tenure, reappointment (as a faculty member) and merit will reflect the blended roles and responsibilities of the chairperson as defined in this document and shall be performed as outlined in department, college, and University promotion and tenure documents.

The promotion, tenure, reappointment and merit process is conducted by faculty peers and addresses the chairperson's activities as a faculty member in the areas of teaching, scholarship, and service. Chairpersons are also evaluated in a fourth category, leadership, as indicated on the Chairperson's Annual Report (CAR).

The appropriate departmental committee will evaluate the chairperson for the previous year(s). Evaluation will be in reference to the activities outlined in the CAR Part II, the Workload Agreement for the previous year(s), and information supplied to the committee by the chairperson on the CAR Part I and accompanying materials. Chairpersons will receive a copy of the recommendation and shall have the right to appeal to the college P & T committee.

The dean, using the same criteria, shall perform a separate evaluation for the chairperson's promotion, tenure, reappointment (as a faculty member), and merit, taking into consideration departmental recommendations. The chairperson will receive a copy of the dean's recommendation and shall have the right to appeal the dean's decision to the provost.

The department and college promotion and tenure committees' recommendations for promotion and/or tenure and the dean's recommendation will be forwarded to the provost. If the dean disagrees with a favorable recommendation by the department and college promotion and tenure committees, the chairperson shall have the right to appeal the dean's decision to the provost.

The department committees' recommendations for reappointment (as a faculty member) and merit and the dean's recommendation will be forwarded to the provost. If the dean disagrees with the recommendation by the department committees, the chairperson shall have the right to appeal the dean's decision to the provost. If the department and the dean disagree regarding merit, the provost shall make the final decision. The chairperson shall have the right to appeal the provost's decision to the president.

F. Reappointment of the Chairperson

In the chairperson's initial three-year term, the dean will conduct a formal evaluation of the chairperson at the end of the first year and during the spring semester of the second year. In subsequent terms, a formal evaluation will be required only during the spring semester of the second year. In addition, an assessment will be conducted at the end of each academic year to develop an action plan for the following year.

This evaluation will include a self-evaluation by the chairperson, feedback from department faculty and staff, and, with agreement of the chairperson and dean, feedback from key contact persons in the university and external community. The evaluation will be structured to obtain feedback regarding the chairperson's roles and responsibilities.

The dean will consider the feedback provided by all constituents and his/her own evaluation in developing a written report. After sharing the written report with the chairperson, the dean shall discuss the results of the evaluation with the provost before making a reappointment offer for another term as chairperson. Once a reappointment offer has been made and accepted by the chairperson, the dean will convey the decision to the department faculty and staff. A chairperson contract for the new term will be prepared and signed by the provost, the dean, and the chairperson.

Drafted by Joint Deans/Chairs Task Force
Reviewed by Deans' Council
Reviewed by Council of Chairs
Approved by the Provost's Council July 01, 2003

VI. TOWSON UNIVERSITY ORGANIZATIONAL CHARTS

VII. I - 2.00 USM Constitution For The Faculty Council Of The University System Of Maryland (CUSF)

Basic to the effective operation of any system of higher education is the acceptance of the concept of shared governance. It is the faculty, whose careers are dedicated to the advancement of learning, who provide the thrust and direction of any academic institution. Therefore, the faculty shall have wide powers in determining professional and academic matters, an informed advisory role in areas of administrative responsibility, and a voice in basic decisions which affect the welfare of the system as a whole.

ARTICLE I

Section 1. Purpose. The Council of University System Faculty advises the Chancellor and reports regularly to the Board of Regents. Its responsibility will be to consider and make recommendations on matters of System-wide professional and educational concern to the faculty and matters to which faculty bring special expertise.

ARTICLE II

Section 1. Membership. The Council will consist of faculty representatives elected by the faculties of the constituent institutions of the University System of Maryland. The faculty of each campus will determine the qualifications for, and procedures for selection of, its representatives.

Section 2. Constituent Institutions. For purposes of representation on the Council, constituent institutions of the University System of Maryland are: Bowie State University (BSU), Coppin State College (CSC), Frostburg State University (FSU), Salisbury University (SU), Towson University (TU), University of Baltimore (UB), University of Maryland, Baltimore (UMB), University of Maryland, Baltimore County (UMBC), University of Maryland, College Park (UMCP), University of Maryland Eastern Shore (UMES), University of Maryland University College (UMUC), University of Maryland Center for Environmental Science (UMCES), and University of Maryland Biotechnology Institute (UMBI).

Section 3. Apportionment of Membership. Initial membership on the Council will be apportioned in the following manner: UMCP-6; TU-3; UMB-3; UMBC-3; BSU-2; CSC-2; FSU-2; SU-2; UB-2; UMES-2; UMUC-1; UMCES-1; and UMBI-1. An institution newly incorporated into the University System of Maryland will receive representation on the Council commensurate with the size of its full-time faculty.

Section 4. Terms of Members. Members of the Council will serve three-year terms, with a staggering of the election of the membership at each constituent institution. The length of the terms of members initially elected will be determined by the Council.

ARTICLE III

Section 1. Officers. The Council will elect annually a chair, a vice chair, a secretary, and two at large members of an executive committee. No more than one elected member of the executive committee will be from a single institution. The executive committee will set the agenda for meetings of the Council and monitor and bring matters of interest to the attention of the Council.

Section 2. Meetings. The Council will meet as specified in its bylaws, but no less than twice during each academic year. Additional meetings may be convened by the chair of the Council or by procedures specified in the bylaws.

Section 3. Bylaws. The Council will develop bylaws consistent with this constitution, will provide for committees, and will establish its own rules of procedure. At a minimum, there will be standing committees of the Council with responsibility for the following areas: academic affairs, faculty rights and welfare, research, and rules and organization.

ARTICLE IV

Section 1. Amendment. Amendments to this constitution may be proposed either by a constituent institution or by a member of the Council. Adoption of amendments will occur according to the following procedures: (1) initial approval by a two-thirds vote of the Council; (2) referral of the proposed amendment to the faculty governing bodies of the constituent institutions for consideration and comment; (3) final approval by a two-thirds vote of the Council; and (4) acceptance by the Board of Regents.

ARTICLE V

Section 1. Adoption. This constitution will become effective following review by the faculties of the constituent institutions and approval by a two-thirds vote of the interim Faculty Council, and upon its acceptance by the Board of Regents.

Approved by the Board of Regents, February 1, 1989;
Amended June 11, 1993;
Amended July 10, 2002

VIII. II - 3.00 USM Policy On The Role Of Faculty In The Development Of Academic Policy

- A. At all institutions, faculty will have a primary role in the development of academic policies through representative bodies advisory to the chief executive officer or designees of the institution. The faculty handbook shall include a statement emphasizing that faculty role. Charters, constitutions, or similar documents establishing advisory bodies shall be approved by the chief executive officer.
- B. The Council of University System Faculty, comprising institutional representatives, is advisory to the Chancellor on academic matters having a System-wide impact, and may from time to time; make reports and recommendations to the Board.

Approved by the Board of Regents, November 30, 1989

IX. THE UNIVERSITY SENATE

The Towson University Senate is an integral part of the University's governance structure. Twenty faculty members and six students serve on the Senate as voting members, and two administrative officers serve ex officio as non-voting members. The Senate functions in part

through an Executive Committee and several standing committees. The composition and responsibilities of the Senate and its committees are described in the "Towson University Constitution and By-Laws of the University Senate" (see <http://www.towson.edu/senate>). A list of the members of the Senate and its committees is distributed after elections and appointments. Senate policies that are not printed in University publications, including this Handbook, may be found in the University Senate Policy Handbook located at the Circulation-Reserve Desk of the Library, or at www.towson.edu/senate.

Colleges with academic departments have a primary legislative and advisory body and subordinate committees with memberships determined by the University Senate and each college's own constitution and by-laws. Information concerning the governance of each college is located in the office of the dean.

X. Faculty Association/AAUP

The Towson University Chapter of the American Association of University Professors as the elected exclusive representative of the faculty is currently the functioning Faculty Association. See Appendix A for the TU Chapter Constitution; and By-laws, AAUP.