

# **PLAN OF ORGANIZATION**

## **MARYLAND FIRE AND RESCUE INSTITUTE (MFRI)**

**University of Maryland, College Park, Maryland**

**Effective January 1, 2026 – December 31, 2036**

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### **Preamble**

The University of Maryland Senate provides an opportunity for faculty, staff, students, and administrators to participate in shared governance. The Maryland Fire and Rescue Institute (MFRI) fully supports these principles and remains committed to fostering an inclusive and collaborative environment that encourages transparency, accountability, and active participation in decision-making.

The mission of MFRI is to serve as the State's comprehensive training and education system for emergency services. The Institute plans, researches, develops, and delivers high-quality programs designed to enhance the capabilities of emergency service providers to protect life, property, and the environment.

MFRI is composed of full-time and part-time faculty, staff, instructors, and students. Its students are not a traditional university student body; rather, they are fire, rescue, and emergency services professionals participating in programs ranging from short seminars to extended comprehensive certification and leadership training, as well as specialty programs designed to address emerging issues facing our State's emergency response forces. This training is delivered from MFRI's six full-fledged fire training centers strategically located statewide, as well as, at more than 12 local municipal and county fire training centers throughout the state.

The Institute is administratively assigned to the President's Office at the University of Maryland, College Park, and operates under the direction and guidance of the President or designated Presidential staff representatives. All MFRI operations are governed by university policies, state regulations, and relevant federal and state laws, including the Annotated Code of Maryland and COMAR Article 13-103.

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## **I. Mission and Duties of the Institute**

The Institute shall:

1. Provide education and training for career and volunteer fire, rescue, and EMS personnel both on-site and across the State of Maryland.
  2. Collaborate with agencies and organizations engaged in emergency services training.
  3. Train instructors and instructional support staff.
  4. Prepare, adopt, and maintain instructional materials and curricula for emergency services education.
  5. Develop and promote new emergency response techniques and instructional methodologies.
  6. Develop and deliver specialized courses, including industrial, and advanced firefighting operations.
  7. Maintain comprehensive statistics, records, and performance data on training and certification.
  8. Promote public awareness of emergency services and community risk reduction efforts.
  9. Provide educational resources to Maryland school systems on fire, rescue, and EMS topics.
  10. Offer disaster response and recovery training to emergency personnel.
  11. Coordinate with the Maryland Institute for Emergency Medical Services Systems (MIEMSS) to deliver both basic and advanced rescue and EMS training.
  12. Support research, innovation, and technology integration in emergency services training delivery.
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## **II. Organizational Structure and Units**

MFRI's structure is designed to efficiently support its mission through specialized sections and administrative offices, as determined by the Executive Director. As of 2026, the Institute will operate with the following units:

- **Executive Director's Office**
  - Quality Assurance/Quality Improvement
  - Public Relations/Communications
- **Finance and Administrative Section**
  - Budget
  - Equity
  - Human Resources
  - Purchasing
  - Travel
- **Logistical Support Section**
  - Information/Technology
  - Equipment/Supply

- Printing
- Facilities Maintenance
- Fleet Maintenance
- **Operations Section**
  - Advanced Life Support Section
  - Special Programs Section
  - Simulation Center
  - Regional Training Centers:
    - Western Maryland (Cresaptown/Cumberland)
    - North Central Maryland (Mount Airy)
    - North East Maryland (Aberdeen)
    - Upper Eastern Shore (Centreville)
    - Lower Eastern Shore (Princess Anne)
    - Southern Maryland (La Plata)
- **Planning Section**
  - Test Development
  - Graphics/Marketing
  - Analytics/Reporting
  - Learning/Development

The Executive Director may establish, merge, or dissolve sections or offices as necessary to meet the Institute's evolving operational and educational needs.

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### **III. Officers of the Institute**

#### **Executive Director**

The Executive Director serves as the chief executive officer of the Institute, responsible for strategic leadership, policy implementation, and oversight of all Institute operations. The Director reports directly to the President of the University of Maryland College Park.

#### **Deputy Director**

The Deputy Director reports to and supports the Executive Director in the management of daily operations. The Deputy Director acts on behalf of the Executive Director when delegated and oversees the respective units within their operational scope.

#### **Section Chiefs (4)**

Each Section Chief (Finance/Administration [which encompasses the equity, diversity, and inclusion officer], Logistics, Operations, and Planning) provides direction and supervision for their assigned functional area. These individuals report to the Executive Director through the Deputy Director; except for matters of equity, diversity, and inclusion, which are reported directly to the Executive Director.

## **Managers (4)**

Each section of the Institute is composed of faculty and/or staff who carry out a variety of responsibilities and oversight of specific programs or work units. In each section, a manager is appointed to provide direction to their section/staff. These managers report to the Executive Director or Operations Section Chief.

### **Additional Managers Include:**

- (1) Quality Assurance/Quality Improvement Manager, who reports to the Executive Director
  - (2) State Programs Managers, who report to the Operations Section Chief
  - (1) Special Programs Manager, who reports to the Operations Section Chief
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## **IV. The Unit Assembly of the Maryland Fire and Rescue Institute**

The Unit Assembly of the Institute exists to ensure shared governance, transparency, and collaborative participation among MFRI faculty and staff.

### **A. Functions**

1. Reflects the interests and concerns of faculty and staff on Institute and University matters.
2. Reviews, recommends, and advises on policy and procedural issues.
3. Serves as a communication bridge between the Institute, University Senate, and MFRI full-time faculty, staff, and instructors.
4. Promotes inclusive and equitable practices across all Institute activities.
5. Fosters collaboration across sections/units to promote innovation in training, delivery and operations.

### **B. Membership**

- **Full-Time Faculty:** All instructors or lecturers holding full-time appointments.
- **Staff:** One elected representative each from exempt and non-exempt categories.

Each member shall have one vote.

### **C. Officers**

Officers of the Unit Assembly include:

- Chair (current University Senate representative)
- Vice-Chair (previous University Senate representative)

## D. Elections

1. Elections will be held annually in **May**, with officers assuming their duties on **July 1**.
2. The **MFRI Leadership Team** will oversee the election process and may call special elections as necessary.
3. A **quorum of two-thirds of eligible members** is required to conduct elections.
4. The **Recorder** is responsible for maintaining all minutes, records, and official documents.
5. Election results and related information will be **disseminated through the established leadership hierarchy** in accordance with the **Maryland Fire and Rescue Institute's organizational structure** to ensure fairness, transparency, and proper oversight of all processes and procedures.
6. The **Senior Leadership Team** holds **bi-weekly meetings** and conducts **bi-annual all-faculty and staff meetings** to ensure that all relevant information is shared consistently across the Institute, promoting fairness, open communication, and transparency in all organizational matters.

## E. Meetings

The Unit Assembly shall convene at least twice annually, following the Executive Director's semi-annual faculty and staff meetings.

A five-day notice shall be provided for each meeting. Robert's Rules of Order (Revised) govern proceedings unless otherwise specified.

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## V. Committees

### A. Executive Committee

Comprised of the Chair, Vice-Chair, Recorder, two At-Large Delegates, and one community member appointed by the Maryland State Firemen's Association (MSFA).

The Committee advises the Executive Director and meets at least twice annually. Four members constitute a quorum.

### B. Ad Hoc Committees

Formed to address specific issues or initiatives as needed.

### C. Recorder

The Recorder is selected by a member of the Unit Assembly, full-time staff, or faculty selected by the MFRI Unit Assembly members.

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## VI. Bylaws

This document serves as the governing bylaws of the MFRI Unit Assembly. Amendments or additions require a two-thirds majority vote of the Assembly and approval by the University Senate and the President.

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## VII. Amendments, Review, and Recall Procedures

1. The Plan of Organization shall be reviewed every ten years (next review due in 2036).
  2. Proposed amendments must be submitted in writing to the Executive Committee for review and inclusion on the Unit Assembly agenda.
  3. Adoption requires approval by two-thirds of voting members.
  4. Final approval must be obtained from the University Senate and the President.
  5. Officers may be subject to recall by a two-thirds majority vote following a petition signed by at least 25% of the Unit Assembly membership.
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## Effective Period

This Plan of Organization is effective **January 1, 2026**, and remains in force until superseded or amended, with the next scheduled review in **2036**.

## MFRI Organizational Structure

