



**Revisions to the Robert H. Smith School of Business Plan of Organization
(Senate Document #23-24-09)**

TO Darryll J. Pines | President

FROM Christopher Jarzynski | Chair, University Senate

I am pleased to forward the accompanying legislation for your consideration and approval. Gene Ferrick, Chair of the Election, Representation, & Governance (ERG) Committee, presented the ERG committee's Revisions to the Robert H. Smith School of Business Plan of Organization (Senate Document #23-24-09), which the University Senate approved at its meeting on December 5, 2023. Please inform the Senate of your decision and any administrative action related to your conclusion.

Approved:

Date:

12-18-2023

**Darryll J. Pines
President**

Copies of this approval and the accompanying legislation will be forwarded to:

Jennifer King Rice, Senior Vice President and Provost
Veronica Marin, Executive Secretary and Director, University Senate
Jay Rosselló, Vice President for Legal Affairs and General Counsel
Dylan Baker, Associate Vice President for Finance and Personnel
John Bertot, Associate Provost for Faculty Affairs
Elizabeth Beise, Associate Provost for Academic Planning & Programs
Rhonda Smith, Director, Division of Academic Affairs
Michele Eastman, Assistant President and Chief of Staff
Jordan Sly, Chair-Elect, University Senate
Rochelle Newman, Past Chair, University Senate
Gene Ferrick, Chair, ERG Committee
Prabhudev Konana, Professor & Dean, Robert H. Smith School of Business
Wedad Elmaghraby, Professor & Assistant Dean, Robert H. Smith School of Business



Revisions to the Robert H. Smith School of Business Plan of Organization

PRESENTED BY Gene Ferrick, Chair

REVIEW DATES SEC – November 6, 2023 | SENATE – December 5, 2023

VOTING METHOD In a single vote

RELEVANT POLICY/DOCUMENT [Plan of Organization for Shared Governance at the University of Maryland, College Park](#)

NECESSARY APPROVALS Senate, President

ISSUE

The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization. These Plans must conform to provisions and principles set forth in the University’s Plan, the Bylaws of the University Senate, the Policy on Shared Governance in the University System of Maryland, and best practices in shared governance. Revisions to the Plan of Organization of each College, School, and the Library must be reviewed and approved by the University Senate. The Senate Elections, Representation, & Governance (ERG) Committee is the standing Committee responsible for conducting these reviews.

RECOMMENDATION(S)

The ERG Committee recommends that the Senate approve the revised Plan of Organization for the Robert Smith School of Business (BMGT).

In addition to the proposed revised BMGT Plan of Organization, the ERG Committee recommends the following be considered by BMGT:

- The ERG Committee recommends that BMGT reconsider the apportionment of tenured track faculty to the professional track faculty within the faculty committee in preparation for the next Plan review in 2026.

COMMITTEE WORK

The BMGT School submitted minor revisions to its Plan of Organization to the University Senate for review in May 2023.

Article 11 of the Plan of Organization for Shared Governance provides provisions for the review of College, School, and Library Plans of Organization every ten years but does not include provisions for technical revisions to Plans. The Senate Parliamentarian advised that it would be appropriate for the ERG Committee to do a focused review of just the proposed revisions because the BMGT Plan will have a comprehensive review in 2026. The Parliamentarian and Senate Director both advised

that the BMGT Plan's 10-year cycle will remain on its review cycle, a full comprehensive review will still need to occur in 2026.

The ERG Committee noted the revisions to the BMGT Plan of Organization broadened the pool of eligible members to the administrative committees: Undergraduate Programs Oversight Committee, MBA Programs Oversight Committee, Specialty Masters Programs Oversight Committee, and the Teaching Enhancement Committee. The requirement that eligible members must be members of the Faculty Committee to serve on these committees was changed to any full-time faculty can serve on these committees. This change allows for all possible titles and ranks of faculty to serve on these Oversight Committees. The ERG Committee members appreciated the School's change of these committee's membership requirements.

The ERG Committee also reviewed the Faculty Committee membership composition between tenure track faculty (TTK) and professional track faculty (PTK). It was observed that the stated TTK membership on the Faculty Committee has a higher number than the PTK membership despite the overall higher number of PTK in BMGT. Members felt the BMGT should reconsider the apportionment of the Faculty Committee to address this inequity representation during the review of their Plan of Organization in 2026.

The BMGT School Assembly voted to approve the revisions to its Plan of Organization on May 12, 2023.

The ERG Committee voted to approve at its October 13, 2023 meeting the revised BMGT Plan of Organization and provided a recommendation to BMGT.

ALTERNATIVES

The Senate could reject the revised Plan of Organization and the existing Plan would remain in effect.

RISKS

There are no risks to the University in adopting the revised Plan of Organization.

FINANCIAL IMPLICATIONS

There are no known financial implications.



Revisions to the Robert H. Smith School of Business Plan of Organization

2023-2024 Committee Members

Gene Ferrick (Chair)
Paul Brown (Faculty)
Mark Coulbourne (Faculty)
Jon Crocker (Faculty)
Jenna Dimaggio (Undergraduate Student)
Orna Garnett (Ex-Officio-Director of HR Rep)
Soomin Kim (Undergraduate Student)
Lian Kish (Exempt Staff)
Serena Mlawsky (Graduate Student)
Polly O'Rourke (Faculty)

Abdulazeez Olukose (Graduate Student)
Pamela Phillips (Ex-Officio Associate VP IRPA Rep)
Hilary Thompson (Faculty)
Kenneth Werre (Non-Exempt Staff)

Date of Submission

October 27, 2023

BACKGROUND

The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization. These Plans must conform to provisions and principles set forth in the University's Plan, the Bylaws of the University Senate, the Policy on Shared Governance in the University System of Maryland, and best practices in shared governance. Revisions to the Plan of Organization of each College, School, and the Library must be reviewed and approved by the University Senate. The Senate Elections, Representation, & Governance (ERG) Committee is the standing committee responsible for conducting these reviews.

COMMITTEE WORK

The Robert H. Smith School of Business (BMGT) submitted minor revisions to its Plan of Organization to the University Senate for review in May 2023.

Article 11 of the Plan of Organization for Shared Governance provides provisions for the review of College, School, and Library Plans of Organization every ten years. This review includes a review of the Plan and any sections that are needed to comply with University policies (i.e. APT, faculty merit, and post-tenure review). The University's Plan does not include a provision for minimal or technical revisions to college Plans.

The Senate Parliamentarian was consulted regarding the minimal nature of the revisions to BMGT's Plan, and suggested that the ERG Committee's review focus on only the proposed revisions instead of a comprehensive review of the Plan and its associated policies. The 10-year review cycle would not reset based on the current focused review. Following discussion, the Senate Director and Parliamentarian agreed that the proposed process for a limited review of BMGT's Plan of Organization was the most reasonable path forward. It was reviewed the issue of minimal or technical revisions to a Plan is under consideration by the Plan of Organization Review Committee (PORC) to formally develop and codify a review process for revisions of college Plans of Organization in the University's Plan.

Based on the advice of the Senate Director and Parliamentarian, the ERG Committee proceeded with a focused review of the BMGT Plan of the proposed revisions. The Committee agreed that the next BMGT Plan of Organization review should occur in 2026.

The ERG Committee reviewed the revisions to the BMGT Plan of Organization. The revisions to the BMGT Plan of Organization broadened the pool of eligible members to the administrative committees: Undergraduate Programs Oversight Committee, MBA Programs Oversight Committee, Specialty Masters Programs Oversight Committee, and the Teaching Enhancement Committee. The requirement that eligible members must be members of the Faculty Committee to serve on these committees was changed to any full-time faculty can serve on these committees. This change allows for all possible titles and ranks of faculty to serve on these Oversight Committees. The ERG Committee members appreciated the School's change of these committee's membership requirements.

The ERG Committee also reviewed the Faculty Committee membership composition between tenure track faculty (TTK) and professional track faculty (PTK) that can serve on this committee. It was observed that the stated TTK membership on the Faculty Committee has a higher number than the PTK membership despite the overall higher number of PTK in BMGT. Members felt the BMGT should reconsider the apportionment of the Faculty Committee to address this inequity in representation during the review of their Plan of Organization in 2026.

The BMGT School Assembly approved the revisions to its Plan of Organization on May 12, 2023.

The ERG Committee voted to approve its meeting on October 13, 2023 the revised BMGT Plan of Organization and provided a recommendation to BMGT.

RECOMMENDATIONS

The Elections, Representation, & Governance Committee recommends that the Senate approve the revised BMGT Plan of Organization as shown immediately following this report.

In addition to the revised BMGT Plan of Organization, the ERG Committee recommends that the following be considered by BMGT:

- The ERG Committee recommends that BMGT reconsider the apportionment of tenured track faculty to the professional track faculty within the faculty committee in preparation for the next Plan review in 2026.

APPENDICES

Appendix 1 — 2016 Robert Smith School of Business Plan of Organization

**ROBERT H. SMITH SCHOOL OF BUSINESS
UNIVERSITY OF MARYLAND**

PLAN OF ORGANIZATION

April 2016 (Revised via Amendment in May 2023)

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**ROBERT H. SMITH SCHOOL OF BUSINESS
UNIVERSITY OF MARYLAND**

PLAN OF ORGANIZATION

April 2016 (Revised via Amendment in May 2023)

I. NAME AND MISSION

Name: The name of the unit shall be “The Robert H. Smith School of Business” of the University of Maryland, College Park, hereinafter referred to as the “School”.

Mission: The Smith School's mission is to create knowledge, promote a learning environment that fosters intellectual discovery, and equip current and future leaders to assess complex problems and deliver innovative solutions.

II. PURPOSE

The purpose of this plan is to establish a framework for shared governance of the School so as to provide for the orderly and effective discharge of the School’s mission. The plan advances the School’s mission within its strong and enduring commitment to shared governance, which ensures that all members of the School community (see Article III) join in shaping the School and its future. The plan is created to be consistent with the policies, procedures, and regulations of the University of Maryland, College Park. However, should there be discrepancies between these and the provisions of this plan, University statutes shall take precedence.

III. MEMBERS OF THE SCHOOL COMMUNITY

A. **Faculty:** “Faculty” of the School consist of the following categories.

1. Tenured and Tenure Track Faculty: All tenured and tenure-track faculty whose tenure home is the Smith School.
2. Professional Track Faculty: The term professional track faculty is used in this plan to refer to salaried full-time non-tenure track faculty members of the School. Faculty in these ranks (1) have salaried appointments of 50% FTE or greater and (2) are neither tenured nor eligible for tenure. The list of professional track faculty ranks that may be used at the Smith School are as specified in the bylaws.
3. Adjunct Faculty: The term adjunct faculty is used in this plan to refer to non-tenure track faculty members of the School who are either: (1) compensated on a course by-course basis, (2) or on salaried appointments at less than 50%.

4. **Emeritus Faculty:** Faculty who have retired from the Smith School and have been granted emeritus status by the University.
5. **Other Faculty:** Individuals with faculty titles as defined by the University who do not fall into one of the above four categories.

The term “full-time faculty” will be used in the plan to refer to faculty defined in Articles III.A.1 and III.A.2.

- B. **Staff:** “Staff “ includes all administrative personnel, holding full time or part time of 50% or greater appointments to professional and support positions, and who do not otherwise hold teaching or research appointments and are not students. Staff does not include hourly employees or graduate assistants. Staff are classified as either “exempt” or “non-exempt” based on applicable University procedures.
- C. **Students:** “Students” shall include all students who are enrolled in the School's academic Programs and are candidates for a degree or certificate. Student status as part-time or full-time is as determined by the registrar of the University.

IV. ADMINISTRATIVE STRUCTURE

A. Dean

1. **Selection:** The Dean is appointed by authority of the President of the University of Maryland, upon recommendation of the Provost, following a search involving substantial participation of the School faculty, staff, and students. The School encourages the Provost to ensure that a majority of search committee members shall be tenured and tenure-track faculty. The Dean shall be appointed to the rank of Tenured Full Professor at the School, subject to University Appointment, Promotion, and Tenure procedures.
2. **Duties and responsibilities:** The Dean is the Chief Academic and Administrative Officer of the School. The Dean exercises those functions delegated to him/her by the President and Provost. The Dean has overall responsibility for the School's budget, academic affairs, programs, research, operations, and personnel matters.
3. **Review:** Review of the Dean is governed by the University of Maryland, College Park Policies. It states “The Dean shall serve for a fixed term of no longer than five years, be reviewed at regularly designated intervals by a committee appointed by the Senior Vice President for Academic Affairs & Provost, and be eligible for reappointment following the review.”

B. Senior Associate Dean for Faculty

1. **Selection** The Senior Associate Dean for Faculty reports directly to the Dean. The Dean selects the Senior Associate Dean for Faculty from amongst the tenured full professors of the School.

2. **Duties and responsibilities:** The responsibilities of the Senior Associate Dean for Faculty include faculty personnel matters including Appointments, Promotion, and Tenure; and Merit Review. More broadly the Senior Associate Dean for Faculty should promote and represent School Faculty within the School and on campus and should work with the Dean on strategic initiatives related to faculty. Other responsibilities may be assigned to the Senior Associate Dean for Faculty at the discretion of the Dean. After the Dean, the Senior Associate Dean for Faculty is the highest ranked administrator within the School. In the event that the Dean is unable to perform his/her duties, the Senior Associate Dean will serve as Interim Dean until the Provost makes alternate arrangements.
3. **Review:** The Senior Associate Dean for Faculty shall be appointed to a fixed term of no longer than three years. The Senior Associate Dean for Faculty is eligible for reappointment after a formal review. The Senior Associate Dean for Faculty should be formally reviewed in the final year of each appointment term, by a committee of three Tenured Faculty Members elected by the Faculty Committee (see Article VI.A). The purpose of the review is to evaluate how well the Senior Associate Dean for Faculty is fulfilling his/her leadership and administrative responsibilities, to provide constructive recommendations for improving his/her success, and to provide a basis for a reappointment decision. The review must allow for input from all School Assembly members (see Article V). The Review Committee should provide a report to the Dean discussing its findings and recommendations with the Dean.

C. **Areas:** Faculty in the School are organized into academic areas. As of April 15, 2016, the areas were:

1. Accounting and Information Assurance
2. Decision, Operations, and Information Technologies
3. Finance
4. Logistics, Business, and Public Policy
5. Management and Organization
6. Marketing

D. Area Chairpersons

1. **Selection:** The appointment of an Area Chairperson is for a fixed term of no longer than three-years. The Area Chairperson must be a Tenured Faculty member in the academic area. The Senior Associate Dean for Faculty shall solicit input from full-time faculty and staff in the area on all the eligible candidates for chair, and convey this input to the Dean. Faculty input should include an advisory ballot from tenured, tenure-track, and professional track Faculty Committee members in an area on all eligible candidates for chair. The Dean shall incorporate this input in his/her selection of the Area Chairperson, and should choose a Chairperson acceptable to the majority of the tenured faculty members in the area.
2. **Duties and Responsibilities:** Area Chairpersons are the academic and administrative officers of their Faculty Area. They exercise those functions delegated to them by the Dean and Senior Associate Dean. These duties include administering the

appointment, promotion, and tenure policies within the area as specified by University policies, assigning teaching duties to faculty in an area, and having responsibility towards all academic programs that are associated with an area. They also serve as a conduit for information between the Dean's Office and the Academic Area.

3. **Review and Reappointment:** In the final year of the term of the Chairperson, full-time faculty in an area will evaluate their Chairperson. Anonymity of respondents will be maintained. The evaluation will be separated out by professional track faculty and tenured and tenure-track faculty. The evaluation will be conducted and summarized by the Senior Associate Dean for Faculty, who can also solicit information from other members of the School. Results will be given to the Chairperson by the Dean and Senior Associate Dean for Faculty. A Chairperson is eligible for reappointment after review. He/she may not serve more than two consecutive terms, unless there are exceptional circumstances.

E. Executive Committee

1. **Membership:** The committee shall consist of the following members: the Dean, Senior Associate Dean for Faculty, Chairpersons of the faculty areas (as identified in IV C). The Senior Associate Dean for Faculty and the Area Chairpersons (or their designate) are voting members. The Dean is in an ex-officio role.
2. **Duties and Responsibilities.**
 - a. To advise and assist the Dean on both administrative and academic matters
 - b. To play a role in initiating and developing academic policy and programs, and in monitoring their implementation
 - c. To spearhead strategic planning in the School
 - d. To recommend faculty and staff hiring priorities to the Dean
 - e. To consult regularly with the Dean on matters of interest and concern to the School, including budget decisions and facility planning.
 - f. To review budgets and major long-term contracts.
 - g. To conduct periodic reviews of performance of various offices, centers, and administrators.
 - h. To serve as a nominating committee for School and university level committees.
 - i. To review reports and recommendations of School committees.
3. **Meetings:**
 - a. The chair of the Executive Committee shall be the Senior Associate Dean for Faculty.
 - b. The Executive Committee shall meet at least twice a semester, and at least once during the summer.
 - c. The Dean may invite any member of his/her administrative team to attend Executive Committee Meetings.

- d. In the event that an Area Chairperson cannot attend a particular Executive Committee meeting, he/she may appoint a substitute with voting powers from the tenured faculty in the chairperson's area.
- e. For a motion to carry in the Executive Committee, a simple majority of its voting membership must vote in favor of it.
- f. Minutes shall be taken at each meeting and, after being reviewed by the committee, made available to full-time faculty and Deans in a timely manner.

F. Associate and Assistant Deans

1. **Selection:** The Dean consults with the Executive Committee and appoints the Associate and Assistant Deans. After consultation with the voting members of the Executive Committee, the Dean may also alter the administrative structure of the Associate and Assistant Dean positions, with the exception of the Senior Associate Dean for Faculty. The Dean should use approved university titles for these administrative positions.
2. **Duties and Responsibilities:** The duties and responsibilities associated with each Associate and Assistant Dean position should be specified explicitly by the Dean in writing.
3. **Review:** The administrative performance of Associate and Assistant Deans shall be subject to recurrent formal reviews at times that do not exceed three years between reviews. The review should allow for input from faculty, staff, and students. Review of Associate Deans should be conducted by committees with the majority of members coming from the Faculty Committee.

V. SCHOOL ASSEMBLY

A. **Membership:** The School Assembly shall include the following voting members.

1. **Faculty:** All Faculty Committee Members (See Section VI.A).
2. **Staff:** Two staff representatives shall be elected annually from and by School staff. Exempt staff must be guaranteed at least one representative if they constitute at least 25% of the total staff at the School. Non-exempt staff must be guaranteed at least one representative if they constitute at least 25% of the total staff at the School.
3. **Students:** Students shall be represented by one Undergraduate, one Masters level, and one Doctoral student representative elected annually by their representative groups.

B. **Meetings:** The School Assembly shall meet at least twice a year, once during the fall and once during the spring semesters. School assemblies shall generally be run as informational exchanges and discussions. The meeting is open to all faculty and staff. In addition to the student membership, the Student Advisory Committee (see Article VII) is welcome to attend the meetings. The Chair of the Faculty Committee will Chair the

meeting. Special meetings of the School Assembly may be called at any time by any member, provided the call is endorsed in writing by 25 percent of the membership. A written agenda shall be distributed to the membership prior to any meeting. Any proposals that may require a vote shall be presented in writing and shall be submitted to the membership in advance, together with the agenda. A third of the membership shall constitute a quorum. Meetings can be held in the absence of a quorum. However, no vote shall be taken in the absence of a quorum.

- C. **Functions.** The functions of the School Assembly shall include serving as a forum for:
1. The Dean to present an annual State of the School address.
 2. The recognition of School personnel achievements.
 3. The faculty, staff, and students to collectively express their viewpoints and concerns.
 4. Promoting effective communication among all the faculty, staff, and students, within the School.
 5. Promotion of collaborative activities that advance the mission of the School.

VI. STANDING FACULTY COMMITTEES

Article VI describes various standing committees largely responsible for faculty governance and processes at the School.

A. FACULTY COMMITTEE

1. **Purpose:** The Faculty Committee shall generally address issues of academic policy, academic programs, or faculty policies and processes.
2. **Duties and Responsibilities:**
 - a. To make recommendations on academic policy, academic programs, and faculty policies and processes.
 - b. To offer its recommendations on all proposals brought before it by School committees.
 - c. The Faculty Committee shall have final approval authority on all non-doctoral Programs, Curricula, and Course matters. All non-doctoral proposals that necessitate a Programs, Curricula, and Course (PCC) Committee form submitted to a higher unit (e.g., Graduate School PCC, University Senate, Maryland Higher Education Commission (MHEC)) shall first be subject to approval by the Faculty Committee.
 - d. To approve the process to elect the School's Faculty Senators on the University Senate.
 - e. To consider and deliberate questions of School governance.
 - f. To advise the Dean on any matters pertaining to the School's mission.
 - g. To consult with the Dean at least once a year on matters of interest and concern to the School, including budget decisions and facility planning. To facilitate discharge of this responsibility, at least once a year the Dean shall share with the Faculty Committee the detailed School budget.

3. Membership:

- a. Adjunct Faculty: Adjunct faculty will be represented by a single adjunct faculty member who shall be elected annually by the adjunct faculty.
- b. Tenured and Tenure-Track Faculty: Except for the Dean all tenured and tenure-track faculty (as defined in Article III.A.1) of the School.
- c. Professional Track Faculty: Professional track faculty eligible to serve on the Faculty Committee are identified in the Bylaws. If the total number of eligible professional track faculty together with the single adjunct faculty representative is less than or equal to 30 percent of the number of tenured and tenure-track faculty members in the Faculty Committee all eligible professional track faculty shall serve on the Faculty Committee. Otherwise, an annual election shall be held amongst the professional track faculty to choose their Faculty Committee representatives. The number of professional track Faculty Committee representatives to be elected will be determined so that their total number along with the single adjunct faculty representative is as close to but does not exceed 30 percent of the total number of tenured and tenure-track Faculty Committee members.

4. Meetings:

- a. A Tenured Faculty member shall be elected Chairperson of the Faculty Committee each year.
- b. The Faculty Committee shall meet at least twice a year, once during the Fall and once during the Spring semester.
- c. Meetings will be scheduled by the Dean's Office in consultation with the Chair of the Faculty Committee.
- d. Upon a written request to the Dean by twenty percent of the Faculty Committee membership, the Chair of the Faculty Committee shall be required to call a meeting of the Faculty Committee within 30 days.
- e. The agenda shall be set by the Chair of the Faculty Committee after due consultation with the Dean's Office. In particular, the Dean, any member of the Executive Committee, and any member of the Faculty Council may place topics on the agenda. In addition any matter supported by ten percent of Faculty Committee members in writing may be placed on the agenda. The agenda should be distributed prior to the meeting.
- f. Each meeting shall have a designated parliamentarian.
- g. Full-time School faculty who are not members of the Faculty Committee and Emeritus Faculty may attend any Faculty Committee meeting with voice but no-vote privileges. A quorum on any vote shall consist of a majority of the members of the Faculty Committee. Faculty on leave and faculty on sabbatical shall not be considered when determining the quorum.
- h. At the discretion of the Dean or the Chairperson of the Faculty Committee, or by majority vote of the Faculty Committee members present and voting, processes may be put into place to enable all Faculty Committee members (including those who are unable to attend the meeting) to vote on specific motions. However, such a determination must be made prior to holding the vote on the motion.

- i. At the discretion of the Chairperson of the Faculty Committee a scheduled meeting can be held in the absence of a quorum, provided that any voting on motions follows Article VI.A.4.h.
- j. For a motion to carry, at least a quorum must cast a vote, and a majority of the votes cast must be in favor of the motion.
- k. For all motions of the Faculty Committee for which voting is to be held under Article VI.A.4.h, upon request of the Faculty Committee the results of the vote will be broken out by the following faculty groups: 1) Tenured Faculty, 2) Tenure-Track Faculty, and 3) Professional Track Faculty Committee members. Such a request should be made in writing to the Senior Associate Dean for Faculty, by any Executive Committee member, Faculty Council member, or by ten percent of the Faculty Committee, prior to the Faculty Committee vote.
- l. Minutes of the Faculty Committee meetings shall be taken. The Dean's Office is responsible for keeping the minutes, getting them approved, and making them available to the Faculty Committee Members in a timely manner.

B. TENURED FACULTY COMMITTEE:

- 1. Purpose:** The Tenured Faculty Committee shall address Faculty Appointment, Promotion, and Tenure (APT) policies and procedures at the School. It also addresses all matters related to the research agenda of the School, and all academic matters (requiring faculty approval) related to the doctoral program. It may also offer its advice to the Faculty Committee, School Assembly, and the Dean on other matters before the School.
- 2. Duties and Responsibilities:**
 - a. To review and approve the School's Faculty Appointment, Promotion, and Tenure Policies and Procedures.
 - b. To address matters related to the research agenda and research mission of the School.
 - c. The Tenured Faculty Committee shall have final approval authority on all PCC matters related to the doctoral program.
 - d. The Tenured Faculty Committee may offer its advisory opinion to the Faculty Committee, School Assembly, and the Dean on any matters before the School.
 - e. To consult with the Dean at least once a year on matters of interest and concern to the School, including faculty hiring.
- 3. Membership:** Except for the Dean, all tenured faculty members of the School for whom the Smith School is their tenure home.
- 4. Meetings**
 - a. A Tenured Professor shall be elected Chairperson of the Tenured Faculty Committee each year.
 - b. The Tenured Faculty Committee shall meet at least once a year.
 - c. Meetings will be scheduled by the Dean's Office in consultation with the Chair of the Tenured Faculty Committee.

- d. Upon a written request to the Dean by twenty percent of the Tenured Faculty Committee membership, the Chair of the Tenured Faculty Committee shall be required to call a meeting of the Tenured Faculty Committee within 30 days.
- e. A quorum on any vote shall consist of a majority of the Tenured Faculty Committee. Faculty on leave and faculty on sabbatical shall not be considered when determining the quorum.
- f. At the discretion of the Dean or the Chairperson of the Tenured Faculty Committee, or by majority vote of the Tenured Faculty Committee members present and voting, processes may be put into place to enable all Tenured Faculty Committee members (including those who are unable to attend the meeting) to vote on motions. However, such a determination must be made prior to holding the vote.
- g. At the discretion of the Chairperson of the Tenured Faculty Committee a scheduled meeting can be held in the absence of a quorum, provided that any voting on motions follows Article VI.B.4.f.
- h. For a motion to carry, at least a quorum must cast a vote, and a majority of the votes cast must be in favor of the motion.

C. FACULTY COUNCIL

1. **Purpose:** To provide a mechanism for two-way communication on academic and policy issues between the faculty and the administration
2. **Duties and Responsibilities**
 - a. Representing the faculty in discussions with the administration over policy and academic issues,
 - b. Providing a mechanism for collecting and reporting faculty input on issues that directly affect the faculty
 - c. Monitoring the School's governance practices for compliance with the School's Operating Plan.
 - d. Meeting with the Dean at least once each semester to consult on matters of interest and concern to the School (including budget and facility planning)
 - e. Reporting at least once a year to the Faculty Committee or School Assembly.
 - f. Serving as a Committee to nominate a slate of candidates from which the Dean may appoint members for service on School Committees.
3. **Membership:** The Faculty Council shall be comprised of six full-time faculty members elected from and by members of the Faculty Committee.
 - a. **Eligibility:** All members of the Faculty Committee may serve on the Faculty Council, with the exception of Area Chairpersons and individuals with "Dean" titles (e.g., Associate Dean; Assistant Dean). Each year the Senior Associate Dean for Faculty will distribute the list of individuals eligible for membership on the Faculty Council.
 - b. **Selection:** Elections to fill positions on the Faculty Council shall ensure that the following two conditions are satisfied in the composition of the council
 - i. There shall be exactly one member from each Academic Area, and

- ii. There shall be at least two Professors, one Associate Professor, one Assistant Professor, and one Professional Track Faculty Committee Member. The election procedures for the Faculty Council must be approved by a 2/3rd vote of the Faculty Committee.
- c. **Term:** Members will serve two year terms. Their terms may be staggered.

4. Meetings

- a. A tenured full professor shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one year term.
- b. The Faculty Council will meet at least twice each semester.
- c. Minutes of the Faculty Council shall be taken and made available to the Faculty Committee Members in a timely manner.

D. MERIT PAY REVIEW COMMITTEES

The School will establish faculty merit pay/salary committee(s) which should be consistent with the University policy (UM Policy VII--4.00(A)). The Committee's input will guide the Dean in determining merit pay according to current campus distribution guidelines. The School shall post the approved faculty merit review plan on its internal web site so that its full-time faculty can easily access it. As specified in university policy VII--4.00(A) Merit Review Procedures must be approved by a majority of tenure-track/tenured faculty in the School.

E. APPOINTMENT, PROMOTION, AND TENURE COMMITTEES

Appointment, Promotion, and Tenure (APT) Committee(s) make recommendations to the Dean on proposed faculty appointments, promotion, and tenure decisions. The School's APT policies and procedures should conform to official policies of the University. These policies are reflected in the Appointment, Promotion, and Tenure Manual published annually by the University's Office of Faculty Affairs. The policies and manual can be found on the faculty affairs website at <http://www.faculty.umd.edu>. The School's approved APT policies and procedures shall be posted on its internal website so that its full-time faculty can easily access it. These procedures prescribe the composition of the School's APT Committee(s). A copy of the School's APT Policy and Procedures shall be provided to the Associate Provost for Faculty Affairs.

VII. STUDENT ADVISORY COMMITTEE

- A. **Membership:** The Student Advisory Committee (SAC) shall be comprised of representatives from the Smith Undergraduate Student's Association (SUSA), the MBA Association (MBAA), the Smith Masters Students Association (SMSA), and the Association of Doctoral Students (ADS). Each association will nominate one member to serve on the SAC. The chief criterion for selection to serve on the SAC is the student's engagement with the student community in their respective programs and ability to

collect and represent a wide variety of student input on any issues. Student members may serve up to two years. The names of the members shall be forwarded to the Dean prior to the beginning of each academic year.

- B. **Function:** This SAC shall be responsible for engaging with the broader School student community across all academic programs and providing the Dean with student perspectives on School-wide needs, problems, concerns, issues, and general input on future plans.

VIII. STAFF ADVISORY COUNCIL

- A. **Membership:** The Staff Advisory Council includes exempt and non-exempt staff from each of the various administrative departments and academic areas of the School. Members are selected by the Dean based on input from staff, the Executive Committee, and the Faculty Council.
- B. **Function:** Serve as high level, cross functional team that can take a holistic view of the School in order to advance the mission of the School; to serve as representatives of various units in the School to ensure that administrative departments and areas work effectively and efficiently together to further the overall mission of the School. The Council addresses School wide concerns and policies as it relates to staff issues, updates or changes concerning budget, morale, retention, hiring practices, staff development, operations, workflow and School wide programming and events. Relevant issues are brought to the attention of the Dean.
- C. **Meetings:** The Staff Advisory Council meets at least once in the Fall and the Spring semester.

IX. ADMINISTRATIVE COMMITTEES

Articles IX.A through IX.D describe administrative committees with oversight functions over the different academic programs the School offers.

A. UNDERGRADUATE PROGRAMS OVERSIGHT COMMITTEE

- 1. **Purpose:** To provide watchful care and stewardship of the undergraduate programs at the School. Among consideration are all facets of the undergraduate programs.
- 2. **Duties and Responsibilities**
 - a. To review and recommend academic policies for the undergraduate programs. Areas of oversight include: curricula, special programs, admissions, retention, advising, placement, and relationship building with alumni.
 - b. To serve as the Programs, Curricula, and Course (PCC) Committee for the Undergraduate Programs, with final approval subject to the Faculty Committee.

- c. To advise the Office of the Dean in matters concerning the undergraduate programs.
- d. To meet at least once each semester with undergraduate student representatives
- e. To report at least once each year to the Faculty Committee.

- 3. **Membership:** The committee should have one ~~Faculty Committee~~ full-time faculty member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A chairperson shall be elected by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The Undergraduate Student Association will have one representative on the committee as a nonvoting member.

B. MBA PROGRAMS OVERSIGHT COMMITTEE

- 1. **Purpose:** To provide watchful care and stewardship of the MBA programs at the School. Among consideration are all facets of the MBA programs.
- 2. **Duties and Responsibilities:**
 - a. To review and recommend academic policies for the MBA programs. Areas of oversight include: curricula, special programs, admissions, retention, advising, placement, and relationship building with alumni.
 - b. To serve as the Programs, Curricula, and Course (PCC) Committee for the MBA programs, with final approval subject to the Faculty Committee.
 - c. To advise the Office of the Dean in matters concerning the MBA Programs.
 - d. To meet at least once in the Fall and Spring semester with student representatives from the MBA Programs.
 - e. To report at least once each year to the Faculty Committee.
- 3. **Membership:** The committee should include one full-time faculty ~~Faculty Committee~~ member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The MBA Student Association will have one representative on the committee as a nonvoting member.

C. SPECIALTY MASTERS PROGRAMS OVERSIGHT COMMITTEE

- 1. **Purpose:** To provide watchful care and stewardship of the Specialty Masters (MS) programs at the School. Among consideration are all facets of the Specialty Masters programs.

2. Duties and Responsibilities:

- a. To review and recommend academic policies for the Specialty Masters Programs. Since individual Specialty Masters Programs are largely associated with individual Academic Areas, the Oversight Committee should closely interact with and across Academic Areas.
- b. To serve as the Programs, Curricula, and Course (PCC) Committee for the Specialty Masters Programs, with final approval subject to the Faculty Committee.
- c. To advise the Office of the Dean on matters concerning the Specialty Masters Programs.
- d. To meet at least once each year with Specialty Masters student representatives.
- e. To report at least once each year to the Faculty Committee.

3. **Membership:** The committee should have one full-time faculty ~~Faculty Committee~~ member from each Academic Area. The Committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member. The Smith Masters Student Association will have one representative on the committee as a nonvoting member.

D. DOCTORAL PROGRAMS OVERSIGHT COMMITTEE

1. **Purpose:** To provide watchful care and stewardship of the Doctoral programs at the School. Among consideration are all facets of the Doctoral programs.

2. Duties and Responsibilities:

- a. To review and recommend academic policies for the doctoral programs. Areas of oversight include: recruitment, selection, admissions, advising, retention, dismissal, curricula, assistantships, fellowships, candidate examination, theses supervision, placement of graduates, and relationship building with program alumni and the academic community.
- b. To serve as the Programs, Curricula, and Course (PCC) Committee for the doctoral programs, with recommendations subject to the approval of the Tenured Faculty Committee.
- c. To advise the Office of the Dean on matters concerning the Doctoral programs.
- d. To meet at least once each year with Doctoral student representatives.
- e. To report at least once each year to the Tenured Faculty Committee.

3. **Membership:** The committee should include one Faculty Committee member from each Academic Area. Only tenured and tenure-track faculty are eligible to serve on this committee. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A tenured faculty member shall be elected chairperson by and from the voting members of the Committee each year and shall serve a one-year term.

The Director of the Ph.D. Program or his/her designate will serve on the committee as a nonvoting member. The Association for Doctoral Students will have one representative on the committee as a nonvoting member.

E. TEACHING ENHANCEMENT COMMITTEE

- 1. Purpose:** To review, develop and implement programs designed to enhance teaching excellence at the School.
- 2. Duties and Responsibilities:**
 - a. To review and recommend teaching policies that can enhance teaching excellence at the School.
 - b. To oversee, review, and disseminate teaching evaluations following University approved procedures.
 - c. To acknowledge outstanding teaching performance.
 - d. To advise the Office of the Dean in matters concerning teaching performance
 - e. To meet at least once each year with undergraduate and graduate student representatives.
 - f. To report at least once each year to the Faculty Committee.
- 3. Membership:** The committee should have one full-time faculty ~~Faculty Committee~~ member from each Academic Area. The committee shall be appointed by the Dean upon consultation with the Executive Committee and Area Faculty. Members will serve two year terms, and their terms may be staggered. A chairperson shall be elected by and from the voting members of the Committee each year and shall serve a one-year term. The Dean's designate will serve on the committee as a nonvoting member.

F. AMENDMENT AND REVIEW OF PLAN OF ORGANIZATION

A. AMENDMENTS TO PLAN

1. Amendments to the Plan may be proposed by a) The Executive Committee, b) The Faculty Council, c) Petitions supported by 10 percent of the voting members of the School Assembly, or d) a Plan of Organization Review Committee (see Article X.B.1).
2. Proposed Amendments must be distributed to all Voting Members of the School Assembly 21 days before any vote may be taken on it.
3. Proposed Amendments and their subsidiary motions will then be considered and debated upon in a special session of the School Assembly open only to voting members.
4. Following debate, electronic voting shall be conducted to provide all School Assembly members the opportunity to vote on the proposed amendment.
5. A 2/3rd majority of the members eligible to vote is required for adoption of a proposed amendment.

6. After adoption of a proposed amendment by the School Assembly, the proposed amendment will be submitted to the University Senate for approval.

B. REVIEW OF PLAN

1. The School's Plan of Organization shall be reviewed at least every ten years by a Plan of Organization Review Committee elected by the voting members of the School Assembly. It shall consist of at least one tenured faculty member from each Area. It shall consist of at least one professional track Faculty Committee member. The representation of tenured and tenure track faculty members must be at least 75% of the committee.
2. The review should be conducted in a manner consistent with Article 11.2 of the University's Plan of Organization.
3. Recommended revisions, amendments, or a new Plan of Organization should be approved following the process described in X.A.2 through X.A.6.

XI. BYLAWS

- A. The School Assembly shall have the power to organize its constituents and to make bylaws and regulations for its own proceedings so long as those bylaws do not contravene the statutes of the University, the Powers of the Board of Regents, the powers delegated to the Chancellor and to the President, and this Plan of Organization.
- B. Amendments to the Bylaws should follow the process described in XI.B.1 through XI.B.5.
 1. Amendments to the Bylaws may be proposed by a) The Executive Committee, b) The Faculty Council, c) Petitions supported by 10 percent of the voting members of the School Assembly, or d) a Plan of Organization Review Committee.
 2. Proposed Amendments must be distributed to all Voting Members of the School Assembly 21 days before any vote may be taken on it.
 3. Proposed Amendments and their subsidiary motions will then be considered and debated upon in a special session of the School Assembly open only to voting members.
 4. Following debate, electronic voting shall be conducted to provide all School Assembly members the opportunity to vote on the proposed amendment.
 5. A 2/3rd majority of the members eligible to vote is required for adoption of a proposed amendment.

XII. CONDUCT OF MEETINGS

Meetings of the School Assembly and School Committees shall be conducted in accordance with Robert's Rules of Order, Revised, except as they may be inconsistent with the rules of the School's Plan of Organization which shall take precedence.

**BYLAWS TO THE PLAN OF ORGANIZATION OF THE ROBERT H. SMITH
SCHOOL OF BUSINESS**

- I. Full-Time Professional Track Faculty titles that may be used at the Smith School are:
Lecturer, Senior Lecturer, Principal Lecturer, Assistant Clinical Professor, Associate
Clinical Professor, Clinical Professor, Assistant Research Professor, Associate Research
Professor, Research Professor, and Professor of Practice.

- II. Full-Time Professional track faculty ranks eligible to serve on the Faculty Committee are:
Lecturer, Senior Lecturer, Principal Lecturer, Assistant Clinical Professor, Associate
Clinical Professor, Clinical Professor, Assistant Research Professor, Associate Research
Professor, Research Professor, and Professor of Practice.