




SENATE LEGISLATION APPROVAL

Date:	April 21, 2016
To:	Wallace D. Loh
From:	Willie Brown Chair, University Senate 
Subject:	Review of the Maryland Fire and Rescue Institute (MFRI) Plan of Organization
Senate Document #:	10-11-56

I am pleased to forward for your consideration the attached legislation entitled, "Review of the Maryland Fire and Rescue Institute (MFRI) Plan of Organization." Jess Jacobson, Chair of the Elections, Representation, and Governance (ERG) Committee, presented the proposal. The University Senate approved the proposal at its April 20, 2016 meeting.

We request that you inform the Senate Office of your decision as well as any subsequent action related to your conclusion.

Enclosure: Approval of the Review of the Maryland Fire and Rescue Institute (MFRI) Plan of Organization Senate Doc. No. 10-11-56

WB/rm

- Cc: Mary Ann Rankin, Senior Vice President and Provost
Reka Montfort, Executive Secretary and Director, University Senate
Michael Poterala, Vice President and General Counsel
Cynthia Hale, Associate Vice President for Finance and Personnel
John Bertot, Associate Provost for Faculty Affairs
Elizabeth Beise, Associate Provost for Academic Planning & Programs
Sylvia B. Andrews, Academic Affairs
Steven Edwards, Director, MFRI
Antonio Alvarez, Instructional Designer, MFRI
Jess Jacobson, Chair, ERG Committee

Approved: 
Wallace D. Loh
President

Date: 04-21-2016



University Senate TRANSMITTAL FORM

Senate Document #:	10-11-56
Title:	Review of the Maryland Fire and Rescue Institute (MFRI) Plan of Organization
Presenter:	Jess Jacobson, Chair, Senate Elections, Representation, & Governance (ERG) Committee
Date of SEC Review:	April 4, 2016
Date of Senate Review:	April 20, 2016
Voting (highlight one):	<ol style="list-style-type: none"> 1. On resolutions or recommendations one by one, or 2. In a single vote 3. To endorse entire report
Statement of Issue:	<p>The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in Article 11 of the University of Maryland Plan of Organization for Shared Governance. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, & Governance (ERG) Committee is the standing committee responsible for conducting these reviews. Any Plan of Organization under review that is determined not to be in compliance with Article 11 of the University of Maryland Plan of Organization for Shared Governance is returned to the College or School for revision. The Maryland Fire and Rescue Institute (MFRI) submitted its revised Plan of Organization to the University Senate for review in April 2011.</p>
Relevant Policy # & URL:	http://www.senate.umd.edu/governingdocs/2015Bylaws.pdf
Recommendation:	The ERG Committee recommends that the Senate approve the revised Plan of Organization of the Maryland Fire and Rescue Institute (MFRI).
Committee Work:	The ERG Committee began its review of the MFRI Plan of Organization in April 2011. The MFRI Plan was last approved by the Senate in 1990, and the ERG Committee worked with representatives from the Institute to begin the process of revising the Plan. The ERG Committee reviewed an early draft of the Plan in spring 2011 and found areas where the Plan could have been improved. The ERG Committee returned comments and

	<p>requested revisions to MFRI in spring 2011. After the 2011 revisions, the Institute went through a reorganization. In 2013, the MFRI Faculty Council began work on the revisions to the Plan. MFRI submitted a revised Plan to the ERG Committee in fall 2014. The ERG Committee met with a representative from MFRI to discuss potential revisions, and received a revised Plan in spring 2016.</p> <p>During its review, the ERG Committee learned that MFRI’s structure and organizational model is very different than a traditional College or School, and its distinct nature is reflected in its Plan. MFRI was established to provide the State of Maryland’s professional and volunteer fire and rescue personnel with the training and certification needed to perform their duties. MFRI consists of professional track faculty and few staff, and MFRI’s student body is such that students do not typically stay engaged with the Institute beyond the course or courses they take. The ERG Committee considered how to reconcile these unique aspects of MFRI with its principles and best practices of shared governance, in order to provide a Plan that appropriately reflects the needs and culture of the Institute.</p> <p>On March 2, 2016, the ERG Committee voted to approve the Plan contingent on MFRI’s approval of a few minor amendments. The MFRI Unit Assembly reviewed the requested amendments and voted to approve the revised Plan in late March, 2016.</p>
Alternatives:	The Senate could reject the recommendation and would lose the opportunity to revise the MFRI Plan of Organization.
Risks:	There are no associated risks.
Financial Implications:	There are no financial implications.
Further Approval Required:	Senate approval, Presidential approval.

Senate Elections, Representation, & Governance Committee

Report on Senate Document # 10-11-56

Review of the Maryland Fire and Rescue Institute (MFRI) Plan of Organization

April 2016

2015-2016 ERG Committee Members

Jess Jacobson, Chair
Kathleen Denz, Ex-Officio VP IRPA Rep
Deidra Adams, Ex-Officio Director of Human Resources Rep
Alice Altstatt, Faculty
Virginia Brown, Faculty
Toby Egan, Faculty
Charles Fenster, Faculty
Andrew Horbal, Faculty
Anne Raugh, Faculty
Holly Rollins, Exempt Staff
Cliffornia Royals Pryor, Non-Exempt Staff
Kevin Fitzgerald, Graduate Student
Kimberley Hannah, Graduate Student
Sudeep Roy Choudhury, Undergraduate Student
Leslie Joy, Undergraduate Student

BACKGROUND

The University of Maryland Plan of Organization for Shared Governance mandates that all Colleges and Schools be governed by a Plan of Organization that conforms to the stipulations set forth in Article 11 of the University of Maryland Plan of Organization for Shared Governance. College and School Plans of Organization must be reviewed and approved by the University Senate for compliance. The Senate Elections, Representation, & Governance (ERG) Committee is the standing committee responsible for conducting these reviews. Any Plan of Organization under review that is determined not to be in compliance with Article 11 of the University of Maryland Plan of Organization for Shared Governance is returned to the College or School for revision.

The Maryland Fire and Rescue Institute (MFRI) submitted its revised Plan of Organization to the University Senate for review in April 2011.

COMMITTEE WORK

The Maryland Fire and Rescue Institute (MFRI) is established in the Code of Maryland Statutes as an Institute reporting to the President of the University of Maryland responsible for providing education and training for career and volunteer fire and rescue personnel throughout the State¹. MFRI is the State of Maryland's training and education provider for fire, rescue, and emergency services personnel statewide and beyond. MFRI consists of a central Headquarters in College Park, as well as five Regional Training Centers across the state.

As an Institute, MFRI has a structure and an organizational model that is very different than a traditional College or School. Its consists of professional track faculty and staff, most of whom are professional firefighters in addition to being part of the Institute. In the early 1990s, MFRI indicated a desire to be more involved in the University and its governance structure, and requested inclusion on the University Senate. MFRI's engagement with the Senate began at that point, and in the recent revisions to the University of Maryland Plan of Organization, MFRI retained its representation and was subsequently apportioned one Faculty Senator seat. In conversations with the ERG Committee regarding MFRI's status at the University in 2011, it was determined that since it functions similar to its own College or School, MFRI should have a Plan of Organization for shared governance within the unit and to provide mechanisms for MFRI faculty to be elected to the Senate.

The ERG Committee began its review of the MFRI Plan of Organization in April 2011. The committee learned that the MFRI Plan was last approved by the Senate in 1990, and worked with representatives from the Institute to begin the process of revising the Plan. The ERG Committee reviewed an early draft of the Plan in spring 2011 and found areas where the Plan could have been improved. The ERG Committee returned comments and requested revisions to MFRI in spring 2011.

After the 2011 revision to the Plan, the Institute went through a reorganization, which further impacted the Plan. In 2013, after the reorganization was complete, the MFRI Faculty Council began work on the revisions to the Plan. MFRI submitted a revised Plan to the ERG Committee in fall 2014.

As it began reviewing the revised Plan in fall 2014, the ERG Committee identified a few key concerns. The committee noted that the Plan focused a great deal on the organization's chain of command, which reflects MFRI's context as an organization of firefighters. MFRI does have robust structures for shared governance and collaboration among its faculty, but the committee felt the tone of the Plan did not adequately reflect that reality. The ERG Committee recommended ways in which the Plan could be

¹ Code of Maryland Statutes, Article: Education Section: 13-103 (see: http://mgaleg.maryland.gov/2016RS/Statute_Web/ged/13-103.pdf)

reorganized or reworded to allow the spirit of shared governance to come through more clearly, while still respecting the culture and context of the Institute.

The ERG Committee also identified a concern within the Plan related to the lack of student involvement in shared governance, as the Plan did not include student membership. However, in discussing this with representatives of the Institute, the ERG Committee learned that the Institute's students are not the same as typical University students. MFRI's students are not University of Maryland students; they are professional and volunteer firefighters who come to MFRI to take a course or a series of courses that are needed for certification. Course lengths are typically short, ranging from a few weeks to a few months, and do not follow a semester schedule. MFRI's students typically do not stay engaged with the Institute over long periods of time unless they become instructors themselves, so it is very difficult to find students to engage in governance processes. In addition, courses in MFRI are offered at regional centers across the state, so it can be difficult to find students who can participate when meetings are held in College Park.

In discussing this concern, the ERG Committee learned that there are other steps MFRI takes to get feedback from students and assess training and course needs, rather than including student membership on committees. MFRI has an open-door policy with its students, encouraging them to come to the regional coordinator or to UMD's headquarters building with any issues that need to be addressed or ideas for future development. MFRI recently conducted a process to put together a MFRI 2025 Plan, which outlines where the Institute hopes to be by that year. In the process of developing this Plan, MFRI spent six months gathering information from community members, students, and others who are impacted by MFRI's work. In addition, MFRI works closely with the Maryland State Firemen's Association, an organization representing volunteer firefighters in the State of Maryland, to ensure that needs are identified and problems are addressed. MFRI works with subject matter experts in developing new courses and has a system in place to offer pilot courses to gather student feedback on new courses.

In considering student involvement in shared governance at MFRI, the ERG Committee agreed it may not be feasible to include a student on the Assembly, given the unique nature of MFRI's student body. However, MFRI and ERG agreed that students could be represented in some way on the Executive Committee. MFRI resolved this by creating a seat on the Executive Committee for a community member selected by the Maryland State Firemen's Association, who would be able to help provide the perspective from those who need the Institute's training in decision making regarding the Institute's direction.

During discussions on the Plan, MFRI raised concerns about inclusion of staff on shared governance bodies. The committee learned that MFRI has very few full-time staff, since many faculty both teach and perform staff functions. There are approximately ten full-time staff at the Headquarters building in College Park, and staff at the Regional Centers are typically administrative staff and would have difficulty travelling to College Park for meetings. The ERG Committee noted that the opportunity to participate is important, even if participants cannot always be found. MFRI agreed to include staff on the Assembly to ensure an opportunity for participation in formal shared governance structures.

After discussion of all aspects of the Plan, on March 2, 2016, the ERG Committee voted to approve the Plan contingent on MFRI's approval of a few minor amendments. The MFRI Unit Assembly reviewed the amendments and accepted them with a positive vote to approve the revised Plan in late March, 2016.

RECOMMENDATIONS

The ERG Committee recommends that the Senate approve the revised Plan of Organization of the Maryland Fire and Rescue Institute (MFRI).

APPENDICES

Appendix 1 – 1990 MFRI Plan of Organization

PLAN OF ORGANIZATION
MARYLAND FIRE AND RESCUE INSTITUTE

University of Maryland
College Park, Maryland

January 1, 2016

PLAN OF ORGANIZATION
MARYLAND FIRE AND RESCUE INSTITUTE
University of Maryland
College Park, Maryland

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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 acknowledges the importance of these shared governance principles and is committed to actively participate in shared governance.

The mission of the Maryland Fire and Rescue Institute (MFRI) is to serve as the State's comprehensive training and education system for emergency services. The Institute plans, researches, develops, and delivers quality programs to enhance the ability of emergency service providers to protect life, the environment, and property. MFRI consists of full-time faculty, part-time faculty, staff and students. It is important to note that the MFRI's student body is not a conventional University Student body, as it consists of fire, rescue and Emergency services professionals who attend to receive specific training and certifications specific to their fire, rescue and emergency services disciplines which can range from day long seminars to one hundred hours of training.

The Institute is assigned to the President's Office, University of Maryland, College Park, and receives direction and administrative guidance from the President or appointed representatives of the President. The operations of the Institute are governed by the policies, procedures, rules and regulations promulgated by the University of Maryland.

In addition to University governance, the Institute operates within all applicable laws, policies and procedures of the State of Maryland. Specifically, MFRI operates under a series of legislative mandates, which are part of the Annotated Code of the State of Maryland (COMAR). Article 13-111, provides the following:

- I. Duties of the Institute.
 - The Institute shall:
 1. Provide classroom education and training for career and volunteer fire, rescue and EMS personnel, both at the Institute and throughout this State;
 2. Cooperate with other agencies that provide training for fire, rescue, and EMS personnel;
 3. Train instructors;

4. Prepare or adopt materials for training fire, rescue, and EMS personnel;
5. Develop new fire, rescue, and EMS techniques;
6. Develop and implement specialized courses in firefighting, including industrial firefighting;
7. Maintain statistics and records on fire, rescue, and EMS education, training, and related matters;
8. Develop programs to inform the public about the tasks performed by fire, rescue, and EMS personnel;
9. Establish guidelines for instructional materials to school systems in the State concerning fire, rescue, and EMS education;
10. Provide disaster training for fire, rescue, and EMS personnel;
11. Cooperate with the Maryland Institute for Emergency Medical Services Systems to provide both basic and advanced training for rescue and EMS personnel.

II. Units Within the Institute

The Institute is organized with such sections and offices deemed necessary by the Director to accomplish the assigned mission. The Maryland Fire and Rescue Institute currently operates with the following sections:

Administrative Support Section

Advanced Life Support Section

Equity

Institute Development Section

Logistical Support Section

Regional Training Centers:

- | | |
|-------------------------------|-----------------|
| 1. Western Maryland Region | (Cresaptown) |
| 2. North Central Region | (Mount Airy) |
| 3. North East Region | (Aberdeen) |
| 4. Upper Eastern Shore Region | (Centreville) |
| 5. Lower Eastern Shore Region | (Princess Anne) |
| 6. Southern Maryland Region | (La Plata) |
| 7. Distance Education | (College Park) |

Special Programs Section

Technology and Certification Section

III. Officers of the Institute

Organization is the core of the Institute; shared governance is the element that gives the organization the ability to be effective and achieve the established goals. The organizational chart reflects the structure of MFRI. Management of the Institute is entrusted with and is authorized to perform the following responsibilities:

DIRECTOR: The Maryland Fire and Rescue Institute is headed by a Director who serves as the chief executive officer. The Director, assisted by two Assistant Directors, provides direction and establishes operating policies for MFRI. The Director reports to the President of the University of Maryland, College Park.

ASSISTANT DIRECTOR: There are two Assistant Directors who report to and assist the Director by organizing and controlling the day-to-day operations of the Institute, the sections, and acting in place of the Director in his absence; Special Operations Assistant Director and Field Operations Assistant Director.

MANAGER: Managers provide direction to their section staff. The Equity Officer reports to the Director; the managers of Administrative Services, Institute Development Logistical Support and Special Programs report to the Special Operations Assistant Director; the managers of Advanced Life Support and Technology and Certification, and the Regional Training Center coordinators report to the Field Operations Assistant Director.

SECTIONS: Each section of the Institute has faculty and staff who perform various tasks, including overseeing regional training centers, specialized programs such as Advanced Life Support, industrial training, administrative services, logistical support, and curriculum development. They are responsible for supervising part-time faculty, and reporting to their section manager.

IV. The Unit Assembly of the Maryland Fire and Rescue Institute

The Unit Assembly was constituted for the purpose of maximizing faculty and staff participation in the affairs of the Maryland Fire and Rescue Institute.

A. Functions of the Unit Assembly:

The Unit Assembly considers, makes recommendations, and develops proposals on any matter of Institute and University concern. The functions of the Unit Assembly include but are not limited to:

1. Reflecting the concerns of faculty, staff, and students in regards to Institute and University matters.
2. Initiating and/or recommending action on matters of concern to the Institute and advising the Director.
3. Interacting with the Campus Senate and the University community.
4. Receiving information of general Unit Assembly interest from the University community.
5. Promoting affirmative action to avoid discrimination based on race, sex, religion, or other academic and non-academic factors in the employment, retention, and promotion policies of the Institute.

B. Membership of the Unit Assembly:

Membership in the Unit Assembly of the Maryland Fire and Rescue Institute consists of the following representatives:

1. Full-Time Faculty – Each full-time faculty member of the Institute holding the position of Instructor or Lecturer.
2. Exempt and Non-Exempt Staff – Staff members are represented by one member for each staff category, to be elected by the exempt and non-exempt staff respectively at the beginning of each fiscal year (July).
3. Part-Time Faculty – Members of the part-time faculty are represented by one elected member.

Each member of the Unit Assembly shall have one vote.

C. Officers the Unit Assembly:

The officers of the Unit Assembly shall be the Chair, Vice-Chair, Recorder, and two At-Large Delegates:

1. The Chair is the current Senator to the Campus Senate and the Vice-Chair is the previous Senator, of which both are full-time faculty.

D. Elections of Officers

1. Elections shall be held in May of each year on a date to be selected by the Executive Committee of the Unit Assembly. In order to hold an election for

Officers, 2/3 of the voting body of the Unit Assembly must be present. The elected officers will take office July 1 of the year they are elected. A special election, called by the Executive Committee of the Unit Assembly, shall be held for any vacancies of elected officers.

2. The Recorder and two At-Large Delegates are elected by the membership of the Unit Assembly for three-year renewable terms. To be eligible for election, the faculty member must have a minimum of two years as a faculty member with the Institute. These members make up the Executive Committee.
3. Between regular or special meetings of the Unit Assembly, the Executive Committee may act on behalf of the full membership. Any action taken shall be reported to the full membership.
4. The Recorder shall record, summarize, and distribute minutes from each Council and Executive Committee meeting, distribute Council agenda to members, and maintain all records of Council activities.

E. Meetings of the Unit Assembly:

1. The Unit Assembly shall meet at least two times a year, after the Director's semi-annual meetings. The Chair shall preside over all meetings of the Unit Assembly. In the absence of the Chair, the Vice-Chair shall preside.
2. The Chair of the Unit Assembly shall normally give a five-day notice for all meetings of the Council. One half of the membership of the Unit Assembly shall constitute a quorum.
3. Robert's Rules of Order, Revised, shall govern the Unit Assembly in all cases to which they are applicable, except as they may be inconsistent with these and subsequent rules adopted by this Unit Assembly.

V. Standing Committees of the Unit Assembly:

- A. Executive Committee: This committee shall consist of the five officers (the Chair, Vice-Chair, Recorder, and two At-Large Delegates) and a community member selected by the Maryland State Fireman's Association (MSFA). The function of this committee is to advise the Director of the Institute in all matters on behalf of the membership of the Unit Assembly. The Executive Committee shall meet twice a year following the biannual all faculty and staff meeting. A minimum of four members shall be present to meet quorum.

- B. Ad-hoc Committees: These committees will be selected by the Executive Committee of the Unit Assembly to consider matters that need the attention of the Council from time to time but do not merit continual development and control.

VI. By-Laws of the Unit Assembly

This document shall serve as the By-Laws of this Unit Assembly until such time as the membership feels the need for changes to or for additional guidelines.

VII. Amendments and Review of the Unit Assembly

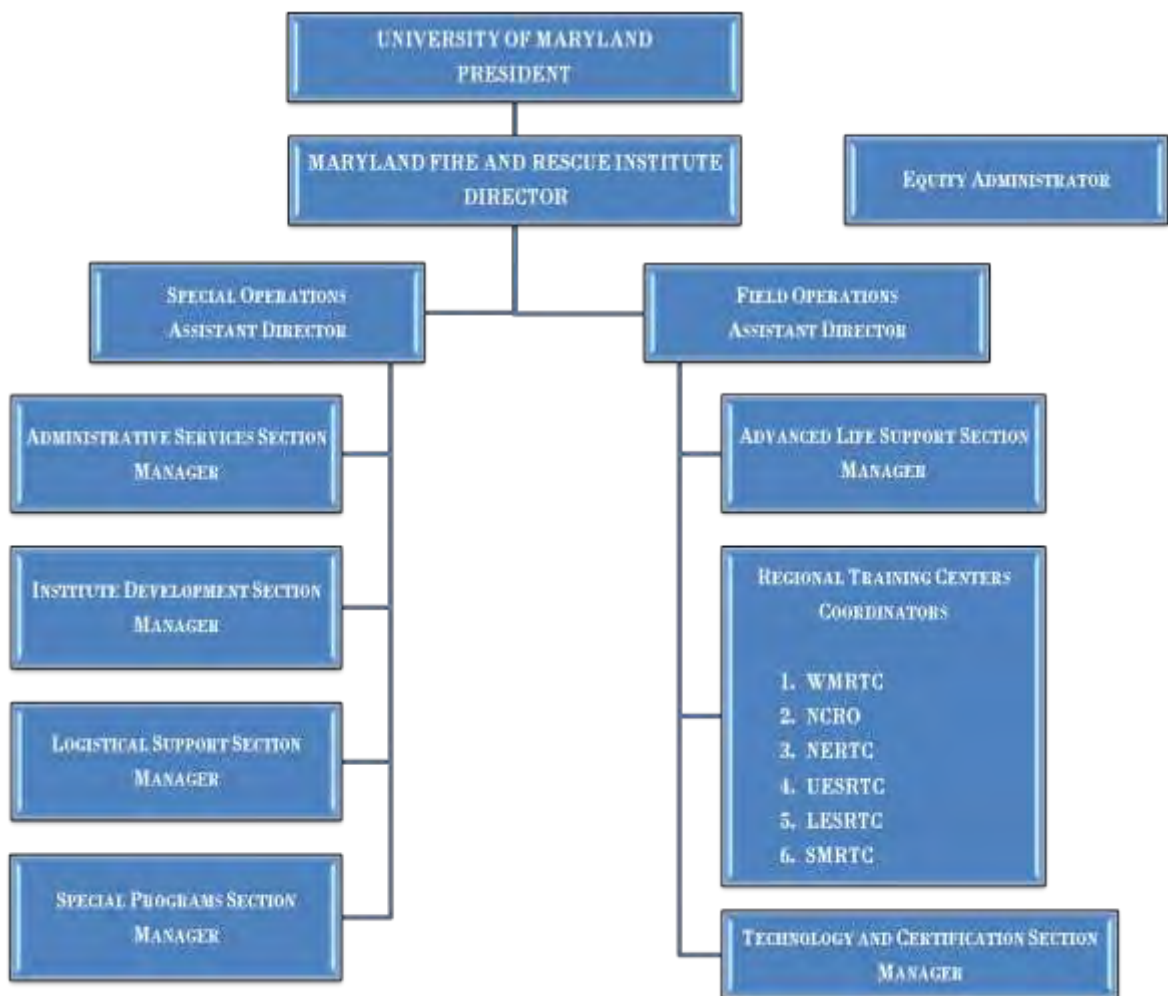
A. Amendments to the Plan of Organization:

1. The plan of organization will be reviewed every ten years in line with the University plan of Organization
2. Recommended amendments to the Plan of Organization for the Unit Assembly of the Maryland Fire and Rescue Institute shall be presented in writing to the Executive Committee, who in turn shall place such recommendations on the agenda for the next meeting of the Unit Assembly.
3. Approval of a recommended amendment by two-thirds of the written ballots received from the Unit Assembly membership shall constitute adoption of the amendment.
4. Any approved recommended amendments will need to be brought before and approved by the University Senate and President of the University before being finalized.

B. Recall of Officers of the Unit Assembly:

1. Officers of the Unit Assembly are expected to represent the interest of the Council membership. The council membership is expected to participate in elections and to communicate their interests and concerns to the officers of the Council. When any of the Council membership believes that an officer of the Council is not properly representing its interest, a recall may be undertaken.
2. Upon receipt of a petition signed by 25 percent of the Unit Assembly, the membership shall hold an election to determine whether the Officer who is

the object of the petition shall be recalled. Recall shall require a two-thirds vote of the membership of the Unit Assembly.



APPENDIX 1 - 1990 MFRI PLAN OF ORGANIZATION

PLAN OF ORGANIZATION
FOR THE FACULTY COUNCIL OF THE
MARYLAND FIRE AND RESCUE INSTITUTE

University of Maryland
College Park, Maryland

April 1990

PLAN OF ORGANIZATION
FOR THE FACULTY COUNCIL OF THE
MARYLAND FIRE AND RESCUE INSTITUTE

University of Maryland
College Park, Maryland

I. Preamble

The Maryland Fire and Rescue Institute consists of full time faculty, part time faculty, staff and students who are involved in all aspects of training, education and research relating to fire prevention, fire suppression, rescue and emergency medical service.

The Institute is assigned to the President's Office, University of Maryland at College Park, and receives direction and administrative guidance directly from the President or appointed representatives of the President. The operations of the Institute are governed by the policies, procedures, rules and regulations promulgated by the University of Maryland.

In addition to University governance, the Institute operates within all applicable policies and procedures of the State of Maryland and, in particular, directly under a series of very specific legislative mandates which are a part of the Annotated Code of the State of Maryland, Article 13-111, as follows:

"Duties of the Institute. The Institute shall:

1. Provide classroom education and training for career and volunteer fire and rescue personnel, both at the Institute and throughout this State;
2. Cooperate with other agencies that provide training for fire and rescue personnel;
3. Train instructors;
4. Prepare or adopt materials for training fire and rescue personnel;
5. Develop new fire and rescue training techniques;
6. Develop and implement specialized courses in fire fighting, including industrial fire fighting;
7. Maintain statistics and records on fire and rescue education, training, and related matters;

8. Develop programs to inform the public about the tasks performed by fire and rescue personnel;
9. Establish guidelines for instructional material to school systems in the State concerning fire and rescue education;
10. Provide disaster training for fire and rescue personnel; and
11. Cooperate with the Maryland Institute for Emergency Medical Services Systems to provide basic training for rescue personnel and emergency medical technicians."

II. Units Within the Institute

The Institute is organized with such divisions, sections and offices deemed necessary by the Director to accomplish the assigned mission. The Maryland Fire and Rescue Institute currently operates through two major divisions which are further subdivided into five operational sections and seven geographic regions as outlined below.

Program Support and Special Programs Division:

Administrative Support Section
 Logistical Support Section
 Special Programs Section

Field Programs Division:

Institute Development Section
 Field Operations Section

Field Program Delivery Regional Offices:

(1)	Western	(LaVale)
(2)	North Central	(Mount Airy)
(3)	North East	(Aberdeen)
(4)	Upper Eastern Shore	(Centreville)
(5)	Lower Eastern Shore	(Salisbury)
(6)	Southern	(LaPlata)
(7)	Metro	(Berwyn Heights)

III. Officers of the Institute

Organization is the core of the Institute; command is the element that gives the organization the ability to be effective and achieve the established goals. In descending order, the five levels of command within the Institute are:

Level 1 - Director of the Institute

Level 2 - Associate Director of the Institute

Level 3 - Assistant Directors of Divisions

Level 4 - Managers of Sections

Level 5 - Coordinators of Regional Offices

Within the five levels of command, the officers of the Institute are entrusted with and are authorized to perform the following operational responsibilities:

DIRECTOR: The Maryland Fire and Rescue Institute is headed by a Director who serves as chief executive officer. The Director, assisted by the Associate Director and the Assistant Directors, provides administrative direction and establishes operating policies for the statewide fire and rescue education and training system. The Director is directly responsible to the President of the University of Maryland at College Park, for the operation of the Institute.

ASSOCIATE DIRECTOR: The Associate Director reports to and assists the Director by organizing and controlling the day-to-day operations of the Institute. The Associate Director serves as chief fiscal officer of the Institute and is assisted in managing the daily operations by the Assistant Directors.

ASSISTANT DIRECTOR: The Assistant Directors report to and assist the Associate Director in the day-to-day operations of the Institute. The Assistant Director for Program Support and Special Programs is responsible for the administrative and logistical support functions and for creating contractual self-support educational opportunities. The Assistant Director for Field Programs is responsible for the academic functions of the Institute and for the operation of each of the regional offices.

MANAGER: The Managers for each of the following sections; Administrative Support, Logistical Support, Special Programs, Institute Development, and Field Operations; report to and assist their respective Assistant Director. Each Manager receives direction from their respective Assistant Director and provides direction to their section staff and clerical personnel.

COORDINATOR, REGIONAL OFFICE: The Coordinators of Regional Offices report to and assist the Manager, Field Operations Section. The Coordinators of Regional Offices receive direction from the Manager, Field Operations Section and provide direction to regional office full-time and part-time personnel.

IV. The Faculty Council of the Maryland Fire and Rescue Institute

The Faculty Council is constituted for the purpose of maximizing faculty and staff participation in the affairs of the Maryland Fire and Rescue Institute.

A. Functions of the Faculty Council:

The Faculty Council shall consider, make recommendations, and develop proposals on any matter of Institute and University concern. The functions of the Council shall include, but not be limited to:

1. Reflect the concerns of Faculty in regards to Institute and University matters.
2. Initiate and/or recommend action on matters of concern to the Institute and advise the Director.
3. Interact with the Campus Senate and the University Community.
4. Receive information of general Council interest from the University Community.
5. Promote affirmative action to avoid discrimination based on race, sex, religion, or other non-academic factors in the employment, retention, and promotion policies of the Institute.
6. Amend this Plan of Organization by affirmative vote of two-thirds of the membership of the Council.

B. Membership of the Faculty Council:

There shall be a Faculty Council of the Maryland Fire and Rescue Institute, whose membership shall be as follows:

1. Membership shall include all full-time faculty of the Institute holding the rank of instructor or assistant instructor, who are engaged in administrative, instructional and/or scholarly activities.
2. Classified staff and associate staff are to be represented by one member each, to be elected by the classified staff and associate staff respectively, at the beginning of each fiscal year. These representatives may not hold elected office.
3. Each member of the Faculty Council shall have one vote.

C. Officers and Elections of the Faculty Council:

The officers of the Faculty Council shall be the Chair, Vice-Chair, Recorder, and two At-Large Delegates:

1. The Chair, Vice Chair, Recorder and the two At-Large Delegates are to be elected by and from the membership of the Faculty Council for one year, renewable terms. The Chair shall represent

the Faculty Council to the Campus Senate. To be eligible for election, the faculty members must have a minimum of two years as a faculty member with the Institute. These elected officers shall make up the Executive Committee.

2. Elections shall be held in May of each year, on a date to be selected by the Executive Committee of the Faculty Council. The elected officers will take office July 1 of the year they are elected. A special election, called by the Executive Committee of the Faculty Council, shall be held for any vacancies of elected offices.
3. Between regular or special meetings of the Faculty Council, the Executive Committee may act on behalf of the full membership. Any action so taken will be reported to the full membership.
4. The Recorder shall record, summarize, and distribute minutes from each Council and Executive Committee meeting, distribute council agenda to members, and maintain all records of Council activities.

D. Meetings of the Faculty Council:

Regular meetings of the Faculty Council shall be held.

1. The Faculty Council shall meet at least four times a year, during the months of February, May, August and November. The Chair shall preside over all meetings of the Faculty Council. In the absence of the Chair, the Vice-Chair shall preside.
2. The Chair of the Faculty Council shall normally give a five-day notice for meetings of the Council. One half of the membership of the Faculty Council shall constitute a quorum.
3. Robert's Rules of Order, Revised, shall govern the Faculty Council in all cases to which they are applicable, except as they may be inconsistent with these and subsequent rules adopted by this Faculty Council.

V. Standing Committees of the Faculty Council:

A. Executive Committee:

1. This committee shall consist of the following elected officers: Chair, Vice-Chair, Recorder, and two At-Large Delegates.
2. The function of this committee is to advise the Director of the Institute in all matters on behalf of the membership of the Faculty Council.

All standing Committees shall consist of three to five members of the Faculty Council. The Chair shall make all selections for the standing committees, with the approval of the Executive Committee. Each standing committee shall elect their own chair.

B. Programs, Curricula and Courses Committee:

This committee will deal with substantive matters regarding programs, courses, and curricular changes. All recommendations will be referred to the membership of the Faculty Council for approval.

C. Personnel Practices and Procedures Committee:

This committee will deal with a variety of issues and concerns in the area of personnel practices and procedures. These will include, but not be limited to: performance appraisal systems and procedures, merit pay guidelines, hiring and promotional practices, travel and policies and procedures. All recommendations will be referred to the membership of the Faculty Council for approval.

D. Health and Safety Committee:

This committee will deal with the issues of health and safety as they pertain to the Institute. Areas of concern may include: wellness education, accident review board and safety standards and practices. All recommendations will be referred to the membership of the Faculty Council for approval.

E. Faculty Review Committee:

This committee will review the credentials of those faculty that are eligible for the "Six Year Review." Only those faculty members that have successfully completed the review process may serve on this committee. All recommendations will be referred to the Director of the Institute for further action.

F. Field Instructor's Issues Committee:

This committee will address and recommend areas that impact on the field instructors of the Institute. Field Instructors of the Institute shall have representation on this committee as ex-officio members selected by the Chair. All recommendation will be referred to the membership

of the Faculty Council for approval.

VI. Ad-Hoc Committees of the Faculty Council

These committees shall be selected by the Chair of the Faculty Council to consider matters that need the attention of the Council from time to time but do not merit continual development and control.

VII. By-Laws of the Faculty Council

This document shall serve as the By-Laws of this Faculty Council until such time as the membership feels the need for additional guidelines.

VIII. Amendments and Review of the Faculty Council

A. Amendments to the Plan of Organization:

1. Recommended amendments to the Plan of Organization for the Faculty Council of the Maryland Fire and Rescue Institute shall be presented in writing to the Executive Committee, who in turn shall place such recommendations on the agenda for the next meeting of the Faculty Council.
2. Approval of a recommended amendment by a two-thirds, written ballot vote of the Faculty Council membership shall constitute adoption of the amendment.

B. Recall of Officers of the Faculty Council:

1. Officers of the Faculty Council are expected to represent the interests of the Council membership. The Council membership are expected to participate in elections and to communicate their interests and concerns to the officers of the Council. When any of the Council membership believes that an officer of the Council is not properly representing its interests, a recall may be undertaken.
2. Upon receipt of a petition signed by 25 percent of the Faculty Council, the membership shall hold an election to determine whether the officer who is the object of the petition shall be recalled. Recall shall require a 2/3 vote of the membership of the Council.