Academic Senate Constitution and By-Laws

(approved by the University Senate 11/5/2018; approved by the Towson University faculty electorate 3/8/2019)

PREAMBLE

The principle of shared governance, the process by which various constituents of a university contribute to decision making related to university policy and procedure, has been advocated by the American Association of University of Professors since 1966. In 2016 the Association of Governing Boards of Universities and Colleges (AGB) reiterated the importance of shared

shared governance in higher education are essential to the health, vitality, and future of

governance strengthens the quality of leadership and decision making at an institution, enhances its ability to achieve its vision and to meet strategic goals, and increases the odds that the very best thinking by all p

of Maryland. The work of the Academic Senate and of those who serve on it comprises a significant, serious responsibility. The Academic Senate must be responsive to the strategic mission and plan of the university and together with the University Administration should he Academic Senate should have substantive input into any changes or revisions to the strategic mission and plan of the university.

A. RESPONSIBILITIES OF THE ACADEMIC SENATE

While this document establishes the functions and responsibilities of the University Academic

the Office of the President of the University. Nonetheless, presumption should be accorded to all Academic Senate recommendations. Should a Presidential veto occur, the President shall report all reasons for a veto to the Academic Senate in a timely fashion. Moreover, the Academic Senate shall report to the campus community any Administrative veto of policy or procedure recommended by the Academic Senate; any failure to enact a recommendation; or any action taken contrary to Senate recommendation, provided the recommendation falls under the purview of the academic affairs of the university (in accordance with USM policy I.600).

The Academic Senate shall have representation in all major taskforces and committees at the university. Such taskforces and committees must include an Academic Senate representative, nominated by the Senate chair and approved by a majority of the Executive Committee of the Academic Senate.

The Academic Senate shall have primary authority in the following areas, either in the Senate as a whole or through its committees:

- Standards of admission to the University.
 Requirements for academic degrees, including the evaluation of proposals for new academic programs and significant changes in existing academic programs, including the Honors College.
- 3. Standards for evaluating the policies and process of all regular5@0guwETu(7(ti)-4(n)-ea)6(n 99.024 313.4

11. Scheduling and organization of one meeting per semester with the executive committees (or four representative members) of TUSC, SGA, and the Academic Senate to encourage communication and collaboration across the university. The president and/or Vice Presidents and Division Heads may be invited to these meetings when necessary. Additional meetings may be scheduled as needed.

The Academic Senate shall have significant authority in the following areas, either in the Senate as a whole or through its committees:

- 1. Long-range academic planning, including the review of academic plans submitted to MHEC, USM, or the Board of Regents.
- 2. Planning and development of campus physical facilities.
- 3. The appointment of all Vice President and President positions and significant divisional and policy-making appointments as appropriate. Hiring committees for these positions must include an Academic Senate representative, approved by the chairperson of the Academic Senate.
- 4. Academic organizational structure of the University. 5.

- 4. Six senators shall be elected at large by and from the faculty electorate, which shall be interpreted as including the professional librarians.
- 5. Two adjunct representatives shall be elected to three-year terms by a vote open only to adjunct faculty. Adjuncts must be currently employed in order to run for election or serve on the Academic Senate. In the event that the employment status of an adjunct representative on the Academic Senate changes, that representative shall be replaced by the adjunct who received the next highest number of votes in the relevant election.
 - the TU-AAUP. The adjunct representatives shall receive compensation for this service, per USM policy.
- 6. A representative or alternate representative elected annually by members of TURFA (Towson University Retired Faculty Association) shall serve as a senator in a voting capacity.
- 7. The President of the TU-AAUP shall serve as a senator in an ex officio voting capacity.
- 8. Faculty senators, except for the President of the TU-AAUP and TURFA representative and alternate, shall be elected for three-year terms.
- 9. One Dean representative shall be appointed to a three-year term by the Deans Council to serve as an ex officio and voting member of the Academic Senate. The Dean representative shall not serve more than two consecutive terms (six consecutive years).
- 10. One Chair representative shall be elected to a three-year term by the Council of Chairs to serve as an ex officio and voting member of the Academic Senate. The Chair representative shall not serve more than two consecutive terms (six consecutive years). The Dean and Chair representatives shall be from different colleges.
- 11. The Provost and Vice Provost shall be ex-officio and non-voting members of the Academic Senate and should regularly attend meetings of the Academic Senate and its Executive Committee.

- 3. A Vice Chairperson shall be elected by and from the voting membership of the Academic Senate and shall have the responsibilities of assisting the Chairperson, and presiding over the Academic Senate meetings in the Chairperson's absence.
- 4. A Secretary shall be elected by and from the voting membership of the Academic Senate and shall be responsible for record keeping and the distribution of the minutes and reports.
- 5. A Member-at-Large of the Executive Committee shall be elected by and from the voting membership of the Academic Senate and shall be responsible for regularly collecting the minutes and annual reports of the committees of the Academic Senate, for communicating with chairs of Senate committees at the beginning and end of each Academic Year, and for bringing to the attention of the Academic Senate actions of its committees which need Academic Senate attention.
- 6. the business of the Executive Committee and the Academic Senate by providing

E. MEETINGS

- 1. The Academic Senate shall meet at least once each month, during the regular school year, normally on the first Monday of each month. Two-thirds of the voting membership shall constitute a quorum.
- 2. When necessary, the Academic Senate shall convene during the summer to address specific issues that may arise.
- 3. Meetings shall be conducted according to Roberts Rules of Order, and decisions shall be arrived at by majority vote.
- 4. Meetings shall be open to all members of the University community, but participation shall be limited to members of the Academic Senate unless the Chairperson invites nonmembers to speak on a particular issue. All Academic Senate meetings are open to the public, in accordance with Title 10-505 of the State Government Article of the Annotated Code of Maryland. State law permits closed sessions in certain limited circumstances as provided in Title 10-508 of the above referenced Article. In order for the Academic Senate to hold a closed session, the secretary of the Academic Senate shall file a statement of reasons with the Member-at-Large, and the Executive Committee shall close the meeting if the business of the Academic Senate is for the limited purpose set forth in the statute. Academic Senate meetings that are closed may act only on matters

(https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure).

- 2. The AAUP 1966 Statement on Government of Colleges and Universities (https://www.aaup.org/report/statement-government-colleges-and-universities).
- 3. The Joint Statement on Rights and Freedoms of Students (https://www.aaup.org/report/joint-statement-rights-and-freedoms-

for a period of time exceeding one semester but not exceeding one year should be replaced by a substitute which shall be appointed by the TU-AAUP President (in the case of At-

Substitutes must be approved by the Academic Senate executive committee.

4. In the case of anomalies or inconsistencies in the electoral process, elections for the affected positions should be held again during the next scheduled election or sooner, in a special election, if circumstances warrant.

C. OFFICERS OF THE ACADEMIC SENATE

- 1. Elections for officers of the Academic Senate shall happen at the first Fall meeting of the Academic Senate. Officers shall serve two-year terms. No officer may serve more than 3 consecutive two-year terms in the same office. Senators are eligible to run for office again after a period of at least 2 years has been spent out of office. In the event that any officer is unable to complete a term to which they have been elected, a special election within the Senate shall be held.
- 2. The Chairperson
 - a. The Chairperson shall be the chief liaison officer between the Academic Senate and the University administration. r i154.8(r t)-8(e)4(rms. Nti2 792 reW*00000912 0 612 792 re
 - b. The Chairperson shall be the responsible budgeting and accounting officer of the Academic Senate.

D. THE PARLIAMENTARIAN

- 1. The Parliamentarian shall be nominated by the Academic Senate chairperson and elected by the Academic Senate at the first meeting of the academic year and shall serve for one year or until a successor is elected.
- 2. The Parliamentarian may be any faculty member not currently serving on the Academic Senate.
- 3. The Parliamentarian shall serve in an advisory capacity to the Academic Senate and, in particular, to the Chairperson.
- 4. The Parliamentarian shall provide advice on interpretations of the Constitution and Bybydu3(e)4(to)-9(cnd, in)orde e se8.022 rllo(ult)rt'W*s Rctdonstr, laf 6(ti2 792 reW*nBT/F1 12 Tf1 (

bodies of colleges and schools and effecting their transfer to the University Archives and the appropriate virtual repository (i.e., website or SharePoint site). Such record-keeping

assigned to support the Academic Senate. The Senate Chair will guide completion of these duties.

F. THE AGENDA

- 1. Submission of Agenda Items
 - a. Any member of the Unit@ersity community has the right to submit an item for the agenda to the Executive Committee.
 - b. Agenda items shall be submitted in writing and in the form of a motion or a resolution to the Chairperson of the Academic Senate.
 - c. The Executive Committee shall decide by majority vote the inclusion and order of agenda items to be considered by the Academic Senate.
 - d. The Executive Committee must review all agenda items submitted for its consideration for inclusion. Any decision not to include or to delay the inclusion of a submitted Tf612 792D480p0000912 0 612 792 7 Tm0 g0 G[g0 G[of a)7(subm)-2(it)-3(ted

4. The Academic Senate may request occasional presentations/reports from members of the University community. These shall be included in the Agenda as needed.

G. PROCEDURE OF THE ACADEMIC SENATE

- 1. Participation of Non-Members
 - a. The Chairperson shall have the right to recognize any member of the University community or guest for the purpose of speaking.
 - b. If a Senator objects to a non-member speaking, the non-member may not speak unless the Academic Senate by majority vote overrules the objection.
- 2. Responsibility of the Chairperson
 - a. After receiving the advice of the Parliamentarian, the Chairperson shall have the responsibility of ruling on procedural matters arising from the conduct of Academic Senate business.
 - b. The Academic Senate may by majority vote overrule the decision of the Chairperson.
 - c. The Secretary shall record the vote of the Academic Senate on all motions and shall publish the vote in the minutes of the meeting. When a roll call vote is ordered on a motion, the Secretary shall publish the result as a part of the minutes of the meeting.
 - d. Minutes of meetings of the Academic Senate shall be posted for public access (for example, on the appropriate website or SharePoint site) not later than 45 days following a meeting.
 - e. Policies adopted by the Academic Senate, Senate committees, College Councils, and committees of such Councils normally will have their first effective date at least sixty days after their initial adoption; exceptions require the approval of the Executive Committee of the Academic Senate.

H. ESTABLISHMENT, ABOLITION, AND DEFINITION OF SENATE COMMITTEES

- 1. In order to fulfill its constitutional responsibilities, the Academic Senate may create or abolish task forces and standing, special, and ad hoc committees.
- 2. An Academic Senate committee has the task of making policy under powers delegated by the Academic Senate and of determining the proper application of Academic Senate policy.

I. ELECTION OF STANDING AND SPECIAL COMMITTEE MEMBERS

- 1. Faculty members shall be elected by and from the Faculty Electorate subject to any restrictions established by these By-Laws or by the Board of Regents.
- 2. Student members of Standing and Special Committees of the Academic Senate, where designated, shall be appointed or elected by the Student Government Association and by the Graduate Student Association.

M. REPLACEMENT OF STANDING AND SPECIAL COMMITTEE MEMBERS WHO RESIGN OR BECOME INELIGIBLE TO SERVE

- 1. Elected faculty members shall be replaced for the remainder of the term by the person still eligible to serve who received the next highest number of votes in the most recent election for the office and is not currently a member of the committee, or, if there be no such eligible person, by a faculty member elected to the committee as provided in these By-Laws.
- 2. Elected student members shall be replaced for the remainder of the term by students elected by the Student Electorate.
- 3. Appointed faculty and student members shall be replaced for the remainder of the term by a faculty member or student appointed to the committee as provided in these ByLaws.

N. PROCEDURES OF COMMITTEES

- 1. The chairperson shall be elected by majority vote by and from the committee for a term concurrent with the committee year, except that the Chairpersons of the Intercollegiate Athletics Committee and the Retrenchment Committee shall be faculty members.
- 2. The secretary shall be elected by majority vote by and from the committee for a term concurrent with the committee year, except that the Registrar or a designee shall be the Secretary of the Academic Standards Committee.
- 3. The committee year commences with the first meeting of the Academic Senate, except that the committee year of the University Promotions and Tenu5lp ne Chairpersons of the Intercolristyhe

- 8. Committees may establish standing or ad hoc subcommittees. Subcommittees may be composed of persons who are not members of the committee.
- 9. To assist the Executive Committee in maintaining communication between the Academic Senate and its committees, each standing committee shall send to the Member-at-Large of the Executive Committee copies of the minutes of all meetings, copies of statements of policies approved by the committee, and an annual report.
- 10. All Academic Senate committees shall submit each year to the Academic Senate an Annual Report for the previous Academic Year by September 15. Annual Reports shall contain the following information, plus any additional information that the committee deems of relevance or interest to the Academic Senate: (1) a summary of the year's activities, (2) a statement of all policy changes in the committee's area of responsibility to include both those made by the committee and those made by the Academic Senate upon recommendation of the committee, (3) a statement of pending work that will receive the committee's attention in the following committee year, (4) a statement of problems that should receive the attention of the committee, the Academic Senate or another committee or office, and (5) the attendance records of all committee members.
- 11. To assist the Executive Committee in maintaining a record of the work of each committee, each standing committee secretary shall submit one copy of all minutes, agendas, and documents relating thereto to the Member-at-Large of the Executive Committee when minutes of the meetings are approved by the standing committee.
- 12. Ad hoc committees and task forces shall follow the procedures described in paragraphs 1, 2, 4, 5, 6, and 7 of this section unless exempted by the Academic Senate, and their secretaries shall submit one copy of all minutes of all meetings and of written material relating to the committee or task force agendas to the Member-at-Large of the Executive Committee at the time the committee or task force completes its assignment.
- 13. Subject to approval by the Academic Senate, a committee may establish additional procedures for the conduct of its business and the discharge of its assigned responsibilities.

O. COMPOSITION OF STANDING COMMITTEES

- 1. The Information and Instructional Technology Committee shall be composed of one elected faculty member from each college, including the Library; one undergraduate student (appointed by the SGA for a one year term); one graduate student (appointed by the GSA for a one year term); the Assistant Vice President and Director of Technology Services from Office of Technology Services (OTS) (ex officio and non-voting), one representative each (ex officio and non-voting) from the following divisions: Academic Affairs, Administration and Finance, Student Affairs, University Advancement, and Strategic Partnerships and Applied Research.
- 2. The Academic Standards Committee shall be composed of seven elected faculty members, one from each college including the Library; two students appointed by the SGA for a one year term; the Vice President of Student Affairs or designee ex officio; Assistant Director of Academic Standards ex officio; the Registrar of the University ex

and Institutional Equity; a representative from the Department of Athletics; a representative from the Resource Planning and Advisory Committee; the individual appointed in the Office of the Provost serving as the Middle States Liaison Officer ex officio and voting; and the Director of Academic Assessment ex officio and voting.

- a. UAC Subcommittees Appointments to subcommittees are for a three-year term or less, as determined by the Chairperson of the UAC.
 - i.) Subcommittee on Student Learning Assessment (SSLA):
 - SSLA shall consist of two representatives (referred to as Assessment Leaders) from each college; a single representative for the Library; a single representative for Graduate Studies; a single representative for the Honors College; and one undergraduate student appointed by the SGA for a one year term. Representatives shall be selected by the respective colleges based on their assessment expertise and/or experience. The Director of Academic Assessment and a representative of the University Curriculum Committee or the Core Curriculum Reporting subommittee or a designee will as serve as exofficio members of the subcommittee.
 - ii.) Subcommittee on Student Affairs Assessment (SSAA):
 SSAA shall be chaired by a representative appointed by the
 Vice President of Student Affairs and shall consist of
 representatives appointed in consultation with the Student
 ncil, plus one undergraduate
 student appointed by the SGA.
 - iii) Subcommittee on Institutional Effectiveness (SIE):
 The SIE is comprised of representatives from each university division and major administrative unit, namely: (a) Academic Affairs, (b) Administration & Finance, (c) Advancement, (d) Athletics, (e) Innovation and Applied Research, (f) Marketing and Communications, (g) Student Affairs, and (h) Executive Division. Vice Presidents of each division appoint the divisional SIE representative. The President of the University appoints the representative for the Executive Division. Additionally, representatives from each of the

the SIE, namely: (h) Student Government (SGA), (i) Staff Senate (TUSS), and (j) Academic Senate. Appointment terms

Middle States Academic Liaison Officer (ALO; who also serves as the subcommittee chair), the Director of

- b) To make recommendations to the CIO, Office of the Provost, and the Academic Senate on matters of planning and the use of information and instructional technologies.
- c) To review and make recommendations to establish or modify IIT standards, policies, and services.
- d) To review proposals for major initiatives from the Office of Academic Innovation and provide recommendations as to the distribution of resources or development of programs in that area.
- e) To review the college technology plans and provide guidance to the CIO and the
- f) To provide input and/or review special IIT reports that are requested by the USM Office or other state agency.
- g) To represent the Academic Senate on special committees or task forces that focus on IIT issues.
- h) To provide an annual report to the Academic Senate.

2. Academic Standards Committee

- a) To establish all policies governing the academic status of the undergraduate University student, such as classification, good standing, probation, graduation, grading system, and dismissal.
- b) To review, approve, and update academic policies (e.g., to approve the process for testing and placement of international students).
- c) To interpret academic policies in ambiguous cases as requested by administrators and faculty.
- d) To approve or disapprove appeals submitted by students for academic matters: procedural grade appeals, student academic misbehavior or academic integrity appeals; late drops or withdrawals; reconsideration of placement on academic warning, suspension, or dismissal; unusual or special programs in all academic sessions of the University; parts of programs to be taken at other institutions; any exceptions to the degree requirements because of unusual circumstances; and for reconsideration of any decisions made by the Committee. When considering academic appeals, a majority of the voting members present must be faculty (Substantive grade appeals will be resolved at the college level.)
- e) To establish policies governing readmission.
- f) To approve or disapprove all applications for readmission to the University following academic dismissal.
- g) To establish policies relating to any other academic standards of the

- a) To study the overall curriculum of the University, to identify areas needing improvement, and if necessary to commission studies to determine the feasibility of curriculum change.
- b) To approve all undergraduate programs of study.
- c) To establish guidelines for defining particular degrees.
- d) To establish guidelines for major and minor requirements.
- e) To develop policies, in cooperation with the Academic Standards Committee and the Admissions Committee, concerning transfer of credits from other institutions.
- f) To approve proposals for new degree programs and changes to existing programs.
- g) To support the efforts of departments and units developing curriculum proposals.
- h) To review and advise in any instance of potential program/department elimination
- i) To oversee changes in courses required by majors that involve curriculum in more than one college or department.
- j) To mediate any disputes between departments and units developing interdisciplinary programs.
- k) To render decisions in matters of appeal from college or school curriculum

4. Faculty Development and Research Committee

- a) To communicate with the faculty to determine its need for faculty development and research support.
- b) To encourage the development of faculty as scholar-teachers.
- c) To advocate for financial support for faculty development and research whenever possible.
- d) To establish criteria and guidelines for the distribution of support funds and to award these grants based on the review of the proposals.
- e) To provide an Annual Report to the Academic Senate.

- c) To insure that all athletes conform to University, National Collegiate Athletics Association, and affiliated conference standards regarding normal progress toward a degree by requiring verification of academic eligibility from the Registrar or Faculty Athletics Representative at the beginning of each semester of each athlete's competitive season.
- d) To affirm the University's commitment to compliance with all University, NCAA, and affiliated conference guidelines for recruiting by processing all alleged violations that come to its attention and reporting all alleged violations to the Director of Athletics for appropriate action.
- e) To monitor, in conjunction with the Director of Athletics, adherence to University mandated, NCAA, and affiliated conference standards of ethical conduct by all student-athletes, coaches, and other personnel connected with the intercollegiate athletics program.
- f) To determine, in conjunction with the Director of Athletics, in which sports the University will be represented, the level of emphasis of each represented sport, and the size of the competing squads.
- g) To establish, in conjunction with the Director of Athletics, policies regarding the number and scheduling of contests, scheduling of practices, and other related matters.
- h) To participate fully in budget preparation at the final stages, to recommend approval or disapproval to the Director of Athletics and/or the Vice President for Institutional Development, and to insure equitable competition by guaranteeing that adequate funding is granted to each sponsored sport in compliance with the approved degree of emphasis and all Title IX requirements relevant to intercollegiate athletics. To participate in interviewing candidates for the position of Director of Athletics and to cast one vote in the selection process.
- i) To participate in all decisions related to governing and regulatory bodies and conference affiliations by the action of the Faculty Athletics Representative.
- i) To provide an annual report to the Academic Senate.

7. Library Advisory Committee

a)

- c) To report the decision to the Vice President of Student Affairs, to the President of the University and to all parties to the appeal.
- d) To determine to which University officer or committee an alleged grievance or appeal should be referred for action.
- e) To provide an annual report to the Academic Senate.
- 9. Teacher Education Executive Board
 - a) To provide University-wide coordination of undergraduate and graduate programs in Education at Towsn1 [

- b) To serve as a consultant and advisory body to the University community on matters pertaining to the University assessment program, working closely with the Office of Assessment.
- c) To make recommendations to the University community regarding the implementation of the University assessment program, including participating in/providing feedback on Middle States Accreditation activities as needed.
- d) To make recommendations to the Academic Senate regarding policies pertaining to the University assessment program.
- e) To conduct studies pertaining to assessment as initiated by the Council or requested by the Academic Senate or the University community and to submit recommendations resulting from these studies.
- f) To assist the University community in long-range planning for the improvement and enhancement of the University.
- g) To receive requests for access to assessment information and to decide upon the disposition of such requests.
- h) To assume responsibility for the further development of the University assessment program and for the data it generates to support the subsequent institutionalization of assessment. To provide guidance and technical support on issues related to assessment.
- i) To provide an annual report to the Academic Senate.
- j) Responsibilities of Individual UAC Members
 - i. To serve as consultants and advisors on assessment to colleagues.
 - ii. To seek the input of respective college councils and other constituent groups on matters of assessment policy and practice, and to bring that input to the attention of UAC.
 - iii. To report to respective college councils and other constituent groups on the work of UAC.
 - iv. To participate in Assessment Day activities.
- k) UAC and Subcommittee Meetings
 - i. The UAC shall meet monthly or as needed, September through June, as determined by the Chairperson. ii. All elected, appointed and ex officio members of the Council and chairs of the subcommittees shall have the right to speak and vote.
 - iii. A quorum shall consist of one more than a simple majority of the voting UAC members.
 - iv. In the absence of a quorum, at the discretion of the Chairperson, a straw poll may be conducted of members present and recorded. Following the meeting, the Chairperson may poll the members not in attendance to elicit an affirmative, negative, or abstention response.
 - v. All meetings are open to the University community. vi. The Chairperson and the Secretary shall be responsible for preparing and distributing the agenda and the minutes of the meetings, and for maintaining the records of the Council, with staff support provided by the Office of Assessment.
- 1) Subcommittee on Student Learning Assessment (SSLA)

- i. To implement the policies of the UAC and the Academic Senate that apply to the assessment of academic programs and the University Core, provide relevant information to the designated entity responsible for the recertification of courses in the University Core, and analyze assessment trends and practices across the University. In addition, members of the subcommittee will communicate and support faculty in their respective colleges, help facilitate the annual peer review of student learning assessment, and assist with planning and activities of assessment of student learning.
- m) Subcommittee on Student Affairs Assessment (SSAA)
 - i. To review the results of the assessment processes associated with cocurricular learning and address any other urgent matters that may arise between meetings of the UAC.
- n) Subcommittee on Institutional Effectiveness (SIE)
 - i. The SIE examines institutional effectiveness evaluation and planning and supports evidence-based decision making. This includes affirmation that the institution is assessing its programs and services continuously,
 - processes and structures are aligned and that they support fulfillment of the institutional mission and goals.
 - ii. SIE engages in:
 - a. evaluation of assessment activities for alignment with institutional

- d) To review and make determinations upon procedural appeals of faculty members.e) To consult with the Academic Senate and the Provost regarding standards for

equity issues and are agreed upon by the majority of the voting members of the committee and the PBO.

Q. COMPOSITION OF SPECIAL COMMITTEES

- 1. The Faculty Hearing Committee shall be composed of fifteen elected tenured faculty members not concurrently members of the Faculty Grievance and Mediation Committee.
- 2. The Retrenchment Committee shall be composed of one elected tenured faculty member from each college with academic departments, two elected non-tenured faculty members, and one elected librarian with permanent status; one chairperson (appointed by the chairs

the Provost ex officio with the right to vote; the Vice President for Institutional Equity and Inclusion ex officio with the right to vote; the Vice President for Administration and

- g. Report of Special Committee on Academic Personnel Ineligible for Tenure Page 43
- h. On Full Time Non-Tenure-Track Appointments Page 35
- i. Statement on Professors and Political Activity Page 59
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- k. The Status of Part-time Faculty Page 47
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APPENDIX to BYLAWS

