ARTICLE I – ORGANIZATION OF THE FACULTY SENATE

SECTION I – Membership

1. Definitions: For the purposes of membership in the Senate and on Senate councils and Ad Hoc committees,
   a. Faculty, Librarians and Professional Staff representatives must be full time members of the university.
   b. Adjunct faculty is defined by the Agreement between the state of New Jersey and the Council of New Jersey State College Locals, AFT, AFL-CIO ("Adjunct Faculty").

2. Membership shall be determined according to the Faculty Senate Constitution.

3. A Senate member who cannot attend a particular meeting may designate a substitute from his or her constituency.

4. Good-Standing: Any member of the Senate will lose membership upon three absences without a designated substitute or five absences with a designated substitute from regular Senate meetings in any academic year, and shall be ineligible for re-election for the unexpired term.

5. Elections:
   a. Voting: Only constituents who are full time employees of the university are eligible to vote in Senate elections for Faculty, Librarians, and Professional Staff representative. Adjunct Faculty may vote in the election for an Adjunct Faculty representative to the Senate.
   b. Electronic Voting: Voting in Senate elections will be conducted electronically, according to the procedures developed and promulgated by the Senate Elections Council.
   c. Voting on Leave: Given that all voting is done electronically, being on leave is not an issue. If a constituent does not have access to an appropriate computer and internet connection with appropriate hardware and software, no accommodation can be made under those circumstances. If a constituent can be on campus, he/she can contact a member of the Senate Elections Council to receive personal assistance in voting during normal work hours.
   d. Time: Each election will be held over five working days, and the official voting period will be announced with the call for nominations for the election.
   e. Responsibility: The Senate Elections Council will be responsible for all election related correspondence, balloting procedures, counting the votes, and reporting the results to the Senate Chairperson.
   f. Communications:
      1. The Senate Elections Council will send all announcements via senatevote@wpunj.edu to all appropriate constituents individually, the Announcement-UNV account and the manager of the announcement-UNV account.
2. Ballots for Adjunct Faculty should only be sent to Adjunct faculty as defined by the Agreement between the state of New Jersey and the Council of New Jersey State College Locals, AFT, AFL-CIO ("Adjunct Faculty").

g. Nomination Procedure: The nominating procedure will start approximately 3 weeks before the election.

1. There will be a period of 5 working days for nominations. A nominee may nominate himself or herself. Each nomination must be submitted by mail to sentevote@wpunj.edu. The Elections Council will confirm receipt of the nomination via the same e-mail address.

2. There will be a second round of nominations for a period of 5 working days beginning with the announcement of the list of the first round of nominees.

3. Autobiographies/Statements: No later than the close of the period for withdrawals/nominations, nominees may submit to senatevote@wpunj.edu an autobiography and/or statement of no more than 150 words. These autobiographies/statements will be included as part of the final slate of candidates posted by the Elections Council and linked to the online ballot site.

4. Withdrawals:
   i. There will be a period of 5 working days for withdrawals submitted by email and accompanied by a phone call to the chairperson of the Elections Council. The Elections Council will confirm receipt of the withdrawal.
   ii. No additional nominations will be accepted during this same period.

5. A final list of candidates will be circulated no later than 2 working days before the election.

6. There will be no write-in votes permitted during balloting.

7. If there is only one nominee for a position, that nominee will be declared elected by acclamation with no need for voting.

8. If there is no nominee for a position, there will be no representative until the next general election.

h. Tie vote: In the case of a tie, there will be a runoff election conducted by the Elections Council.

i. Calendar of elections:
   1. Promotion Committee and Sabbatical Leave Committee – Late Fall
   2. Senate – Late Spring Term
   3. Other Senate Elections – As needed.
   4. Adjunct Senator Representative – Early Fall

6. Vacancies:
   a. Vacancies may occur due to resignation, a conflict due to classroom assignment, prolonged illness, sabbatical leave, personal leave, or inability to serve. It is the responsibility of the Senator representing a department or the library or professional staff to notify their department members or fellow librarians or professional staff members and the Chairperson of the Faculty Senate
of their extended absence. Senators elected at large and any Adjunct Faculty representatives must notify the Chairperson of the Faculty Senate of their extended absence. Any member of the faculty, librarians, professional staff, or Adjunct Faculty may notify the Chairperson of the Senate if they believe such a vacancy has occurred.

b. The Chairperson of the Faculty Senate shall notify the Election Council and the constituency that a vacancy has occurred. If the constituent is a department or the library representative, the department or librarians shall elect an interim replacement at a department or library meeting and notify the Senate Chairperson of the results. If the constituent is the professional staff representative, anyone may be nominated from the professional staff and they shall elect from those nominated an interim replacement with balloting taking place via normal election procedure. If the constituent is the Adjunct Faculty representative, anyone may be nominated from the Adjunct Faculty, and they shall elect from those nominated an interim replacement with balloting taking place via normal election procedure. If the constituent is an at-large representative, anyone eligible for Senate membership may be nominated by the Faculty Senate and the Faculty Senate shall elect an interim replacement at a Senate meeting. An interim replacement will serve only until the next General Election, or until such time as the regularly elected member resumes the responsibilities of the Senate seat.

c. Recall of Senate Members: Members of a constituency may petition for a Recall Election by obtaining the signatures of the greater of either 25% of the constituency or not less than 2 members of the constituency. The petition shall be submitted to the Chairperson of the Senate. The Elections Council, upon validating signatures, shall hold the Recall Election for the constituency within three weeks during which classes are in session. Upon a majority vote of the constituency in favor of recall, the Elections Council shall declare a vacancy and hold a new election in accordance with established procedures.

d. Recall of At-Large Senate Members: At-Large Senators may be recalled by a petition signed by the number of constituents equal to ¼ of the number of votes cast for the highest At-Large vote winner in the last Spring Senate election. In order to insure the proper number of signatures for this method of recall it is important for the Elections Council to maintain the vote count for Senators At-Large from the Spring Senate Election of the new Senate for one year. To ascertain the number of signatures needed one should consult with the chairperson of the Elections Council. These signatures must be from Faculty, Librarians, Professional staff, and Adjunct Faculty constituents who are eligible to vote in a General Senate Election. The petition shall be submitted to the Chairperson of the Senate. The Elections Council, upon validating signatures, shall hold the Recall Election for the constituency, Faculty, Librarians, Professional Staff, and Adjunct Faculty, within three weeks during which classes are in session. Upon a majority vote of the constituency in favor of recall, the Elections Council shall declare a vacancy and hold a new election in accordance with established procedures.
SECTION II – Officers and Executive Committee

1. Duties of the Chairperson:
   a. The Chairperson, with the aid of the Executive Committee shall prepare the agenda for Senate meetings.
   b. The Chairperson shall provide available background information for all agenda items at least 7 days before the next regularly scheduled meeting to all Senate members, department chairpersons, deans and officers of the University.
   c. The Chairperson will appoint a Parliamentarian who may be from the Faculty, Librarians, or Professional Staff at large.
   d. The Chairperson shall be responsible for notifying members of all regular and special meetings.
   e. The Chairperson shall oversee that minutes of Senate meetings are communicated to the University Community within 14 days of the meetings.

2. Duties of the Vice-Chairperson:
   a. Performs the duties of the Chairperson in the absence or incapacity of the Chairperson.
   b. Assists the Chairperson in preparing the Agenda for Senate meetings.
   c. Serves as liaison officer with Senate Ad Hoc Committees and Councils.
   d. Circulates the following items to all Faculty, Librarians, Professional Staff, and Adjunct Faculty;
      i. A brief description of all Senate Councils.
      ii. An application form to join the Council the upcoming academic year.
      iii. Instructions for the completed Council application to be sent to the Senate secretary by the end of April.
   e. Prepares a list of proposed nominees for membership on the Senate Councils and Ad Hoc Committees in consultation with the other members of the Executive Committee before the first fall meeting of the Senate.
   f. Prepares a list of standing and proposed additional charges for each of the Councils and Ad Hoc Committees in consultation with the other members of the Executive Committee before the first fall meeting of the Senate.
   g. Holds meetings with the Chairs of all the Councils and Ad Hoc Committees in early October and early February, following the Councils’ and Ad Hoc Committees’ first meeting of each semester, to coordinate their activities.
   h. Works with Councils and Ad Hoc Committees, and other appropriate parties, to coordinate various inter-organizational fora (e.g. Research Day, Assessment Forum, and Basic Skills Forum).
   i. Disseminates a template for Senate Council/Ad Hoc Committee year-end-reports to the Chairs of the Councils and Ad Hoc Committees in late March and collects the year-end-reports before May graduation.

3. Roles and Responsibilities of Senators:
   a. Roles
      i. Represent the will and opinion of the faculty of the constituency.
      ii. Inform their constituency about the Senate updates, news, and
b. Responsibilities
   i. Senators will serve a two-year term.
   ii. Senators shall attend the regular biweekly meetings from September through May, as well as any special meetings called by the Chairperson of the Senate.
   iii. Senators shall arrive on time for all meetings and stay for the duration of the meetings.
   iv. Print and read the attached documents sent prior to each meeting
   v. In the event a Senator is unable to attend a meeting, it is the Senator’s responsibility to arrange for a substitute from the Senator’s constituency and inform the Chair of the Senate of the alternate’s name.

4. Nomination and Election of Officers:
   a. Candidates for all elected positions shall be nominated from the floor and, after a 15 minute interval for caucusing, be elected by a secret ballot.
   b. Nominations and voting for the Chair, Vice Chair and Secretary will be held first.
   c. Nominations and voting for the 3 at large representatives to the Executive Committee will then be held.
   d. The election shall be conducted by representatives of the Elections Council who will prepare the ballots.

5. Recall of officers and Executive Committee Members:
   a. Recall petition: Senate voting members may petition the recall of officers and members of the Executive Committee by:
      i. submitting a petition for recall containing written reasons and the signatures of at least ¼ of the voting Senate members. The petition must be submitted to the Executive Committee for mandatory inclusion as the first substantive item on the agenda of the next regularly scheduled meeting.
      ii. An Officer or Executive Committee member is recalled by two thirds affirmative vote of all Senate voting members.

6. Vacancies in Office or the Executive Committee Seats:
   Upon the recall, resignation, or illness of an officer or a member of the Executive Committee, a vacancy shall be declared and announced at the next regularly scheduled Senate meeting. That vacancy shall be filled by election at the following regularly scheduled Senate meeting following procedures outlined in Article I, Section II-4, Nomination and Election of Officers.

SECTION III – Meetings and Procedures

1. A quorum of the Faculty Senate necessary to conduct business will be defined as an ABSOLUTE majority (more than half) of the eligible voting members. Ex Officio members without vote will not count toward a quorum count. If the Senate loses a quorum of voting members, it automatically goes into adjournment. It will be the
responsibility of the Chair, assisted by the Executive Committee, to monitor the status of
the quorum, as appropriate, and any member can demand a quorum count. A prevailing
voting plurality will be defined as the most “ayes”, “nays”, or “abstentions” present. If
abstentions prevail, the motion would then be considered as neither passed nor defeated
and the Executive Committee may then decide what future action to propose to the
Senate.

2. Secret Ballot: The use of a secret ballot shall be mandatory in the following cases:
a. When requested by a voting member present,
b. During a recall vote,
c. For election of officers and Executive Committee members.

3. A vote by roll call shall be mandatory when requested by 1/3 of the Senators present
except if a secret ballot has been mandated.

4. Items may not be added to the regular agenda after the background material is forwarded
by the Executive Committee to the Senators unless 2/3 of the Senators present at the
meeting vote to make the change in the agenda.

5. If an emergency meeting is deemed necessary by the Executive Committee, Chairperson
of the Senate, President of the University or ½ of the Senate voting members, background
material for the special meeting should be delivered, if possible, to the Senators 2 days
prior to the meeting.

ARTICLE II – COUNCILS AND AD HOC COMMITTEES

SECTION I – Responsibilities, Memberships, and Meetings:

1. General Responsibilities: The following points should be adhered to by all Councils and
Ad Hoc Committees of the Faculty Senate.

a. All Senate Councils and Ad Hoc committees will work with their Senate approved
charges to review and develop policy and send it to the Senate. Councils and Ad Hoc
Committees will indicate the relevance of recommendations to existing college policy
in their resolution to the Senate.

b. The writing and presentation of university policies by a Senate Council or Ad Hoc
Committee is defined as a total process that involves research and appropriate
notation of existing policy affected by the new policy, and the relevant input of
affected constituents at Council and Ad Hoc Committee meetings or other means
deeded appropriate.

c. All Senate Council and Ad Hoc Committee Chairs shall meet twice yearly with the
Vice-Chair to coordinate their activities.

d. All Councils and Ad Hoc Committees, except for the Elections Council, must meet at
least monthly and report to the Senate Chairperson and Vice Chairperson each month.
Minutes of Council and Ad Hoc Committee meetings will be forwarded to the Senate
Office within 2 weeks of each meeting.

e. Each Council and Ad Hoc Committee shall submit a Year End Report to the Senate.
Councils may, at this time, recommend to the Senate charges that the succeeding Council should review.

f. The Previous year’s Councils will remain in office until the new Councils are elected.

2. Membership and Meetings

a. All Councils and Ad Hoc Committees shall have the following members:
   i. Voting
      1. Faculty: one from each college,
      2. Librarian: one representative from the Library staff,
      3. Professional Staff: one representative from the Professional Staff,
      4. Adjunct Faculty: one representative from the Adjunct Faculty
   ii. Non-Voting
      1. Administrative Liaison: Each Council shall have one representative appointed by the Provost.
      2. In cases where there is an individual whose position requires that she/he be a member of a given council (e.g., Director of University Core Curriculum), that person shall be an ex-officio member of the council, without vote.

b. Ad Hoc Committees may also have administrative representatives and members.

c. Members of the Councils shall serve two year terms and these terms shall be staggered so that no more than five (5) members or less than four (4) members shall be elected to a new full term each year.

d. An individual may be a member of only one Senate Council but may serve on other Senate Ad Hoc Committees.

e. Members of the Councils and Ad Hoc Committees shall elect a faculty, librarian, or professional staff person as chairperson at its first meeting. Notification of the results of this election shall be forwarded to the Senate Chair and Vice Chairperson who will notify the Senate and Faculty at large. The Chairpersons shall be a full-time employee of the university.

f. The Senate Vice Chairperson should circulate to all Faculty, Librarians, Professional Staff, and Adjunct Faculty a brief description of all Senate Councils during the Spring Semester. Those interested in serving should indicate this to the Senate Vice Chairperson.

g. The Senate Executive Committee shall consult the list of those offering to serve and shall nominate members for each Council or Ad Hoc Committee. If there is an insufficient number of candidates to fill available positions, the Executive Committee may recruit additional candidates. The Vice Chairperson of the Senate shall also accept nominations from the floor. Senators at a Senate meeting shall then elect members for each Council or Ad Hoc Committee from those nominated, and the Senate Vice Chairperson shall notify Council and Ad Hoc Committee members of their election. The Senate Vice Chairperson shall appoint a Convener for each Council and Ad Hoc Committee.

h. Any Council or Ad Hoc Committee Chairperson, with the exception of the Election Council’s Chairperson, who does not conduct monthly meetings, may
be replaced by the Chairperson of the Faculty Senate. However, the individual may remain as a member of the Council or Ad Hoc Committee.
i. Council or Ad Hoc Committee members who have 3 absences shall be removed from the Council or Ad Hoc Committee and reinstated only by vote of the Senate. Notice of this removal shall be made in writing to the Senate Executive Ad Hoc Committee and the Senate Chairperson. If necessary the Vice Chairperson will follow procedures of Article II, Section 1-2-g for finding a replacement Council or Ad Hoc Committee member.

j. When teaching schedules for Council or members are in conflict, meetings should be held on rotating days. It is hoped that faculty with little or few available hours at appropriate meeting times will carefully consider their availability/schedule before seeking Council or Ad Hoc Committee membership.

SECTION II – Councils

Function: Councils shall be appointed to carry out specific charges from the Senate, and to develop additional charges, as deemed necessary by the Councils, and approved by the Senate, to achieve goals which shall fall into the following general categories:

1. Academic Standards Council
   a. Review and recommend policy for the adoption, implementation and enforcement of undergraduate educational and academic standards.
   b. Review and recommend policy for the adoption, implementation and enforcement of undergraduate educational and academic standards in curricular issues.
   c. Liaise with university officials responsible for all academic policy matters to conduct an ongoing review of their effectiveness.

2. Admissions Council
   a. Review and recommend policy for admission and retention in undergraduate programs.
   b. Liaise with administrators responsible for admission, retention, and enrollment management issues to review the effectiveness of current policies and practices on an ongoing basis.

3. Advisement and Registration Council
   a. Review undergraduate advisement and registration policies and procedures, and recommend revisions and/or new policies, as needed.
   b. Identify problems and recommend means for improvement in undergraduate advisement and registration policies.
   c. Work with administrators involved in areas of undergraduate Advisement and Registration to recommend ways to facilitate policy implementation.

4. Assessment Council
   a. The Assessment Council shall carry out its charges within the context of the current Assessment Policy and the “Principles of Assessment”, adhered to by this institution.
On this campus, assessment is distinct from evaluation. Assessment at WPUNJ shall be defined as “the measurement of course, program, and other student learning outcomes, as well as university-wide curricular initiatives, for the purpose of improvement.” To enhance our educational environment, assessments will be designed that:

- Better articulate the educational goals,
- Provide means for collecting information on the progress towards the goals,
- Disseminate results to faculty and staff involved, who will consider possible modifications in that which has been assessed.

b. In addition to the aforementioned membership outlined in Article II – Section I-2-a, the composition of the Assessment Council shall consist of the following voting members:

- The College Assessment Coordinators, either as ex officio members or as elected in Article II, Section I, Responsibilities, Memberships, and Meetings.
- Director of I.R.&A.

c. The Council’s principal functions shall be to:

- Inform and educate the university community regarding issues and trends in relation to assessment (e.g. via an annual newsletter, and annual university forum).
- Act as consultants for assessment projects campus-wide, including program reviews.

[Athletics Council abolished]

5. Budget and Planning Council
   a. Recommend University budget policy and overall direction
   b. Advise and prioritize in matters related to institutional planning and finance
   c. Examine and review the institution’s proposed budget
   d. Work with the administration in resolving fiscal concerns

In addition to the aforementioned membership outlined in Article II- Section I-2-a, the composition of the Budget and Planning Council shall consist of the following non-voting members: Vice President for Administration and Finance and Associate Vice President for Capital Planning, Design, and Construction.

6. Elections Council
   a. Develop standardized procedures for all campus wide elections.
   b. Conduct Faculty Senate elections prior to April 30.
   c. Conduct campus wide elections according to the election policy for:

- Promotion committee, Sabbatical Leave Committee, UFRAC Committee
- University Wide Ad-hoc Committees and major Search Committees where broad elected representation is needed. These elections can be called upon request from the Senate directly or by the Senate at the request of University Administrative officials for members from Faculty, Librarians, Professional Staff, and Adjunct Faculty.

7. University Core Curriculum Council
a. The Director of the UCC, appointed by the Provost, shall be an Ex-Officio member, without vote, of this Council.

b. The University Core Curriculum Council working with the Undergraduate Council shall monitor the UCC program and review and recommend to the Senate all proposed course and curriculum changes for UCC credit.

c. The University Core Curriculum Council will review and make recommendations regarding all changes in UCC policy to the Senate.

8. Governance Council
a. Delineate the role of the Faculty Senate in University governance.

b. Review of the various governance statements.

c. Recommend patterns of and responsibilities for self governance by colleges, schools, institutes, divisions, and faculties.

d. Review the Policy Manual periodically and suggest policies which need to be reviewed or revised.

e. Review applications for Faculty Emeritus/Emerita status and make recommendations to the Senate after the candidate’s retirement is effective.

i. The following procedure shall be followed:

1. The Departmental Nomination: The academic department submits the Faculty Emeritus/Emerita recommendation to the Chair and Vice Chair of the Senate along with the following supporting documents:

   a. Cover letter containing the meeting date the individual was nominated, the number of years the nominee worked at WPUNJ and the department, the tally vote, and a few paragraphs highlighting the nominee’s accomplishments.
   
   b. Full curriculum vitae.
   
   c. Other supporting documents the department chooses to send.

2. Governance Council Nomination: The Senate Vice Chair forwards the packet to the Governance Council Chair who has the responsibility of distributing this information to each Council member. If the Governance Council votes to recommend the individual for Emeritus/Emerita Status, the Council drafts a resolution recommending that the Senate approve the nominee for Emeritus/Emerita Status and forwards it to the Senate Vice Chair.

3. Executive Committee Nomination: The Senate Vice Chair presents the recommendation to the Senate Executive Committee at its next scheduled meeting. The Executive Committee will review the resolution and supporting documents. Upon approval, the resolution will be scheduled for next Senate meeting.

4. Senate Nomination: The resolution is presented to the Senate by the Chair of the Governance Council. If the resolution is approved, the Senate Chair forwards it to the President of the University for submission to the Board of Trustees for its approval.

ii. Emeritus status may be conferred on a person posthumously if the person expires during their active service.

9. Graduate Programs Council
10. Graduate Policies and procedures Council
   a. Review and recommend policy for the adoption, implementation, and enforcement of
      graduate educational and academic standards.
   b. Review and recommend policy for admission and retention in graduate programs, and
      for publicity and recruitment issues.
   c. Review graduate advisement and registration policies and procedures, and
      recommend revisions and/or new policies, as needed.
   d. Identify and recommend means for improvement in graduate advisement and
      registration policies and procedures.
   e. Liaise with university officials and bodies responsible for policy on the above matters
      to review the effectiveness of policies and facilitate their implementation.

11. Research and Scholarship Council
   a. Promote Faculty, Librarian, Professional Staff, and Adjunct Faculty scholarship;
      identify, on an ongoing basis, current and anticipated faculty, librarian, professional
      staff and adjunct faculty needs with regard to scholarship and research and
      recommend strategies designed to meet those needs.
   b. Support the continued efforts to build academic research networks on and beyond the
      William Paterson campus.
   c. Review, yearly as needed, the policies, procedures, and guidelines for each of the
      following:
         1. Institutional Review Board for the Protection of Human Subjects,
         2. Scientific and Academic Fraud and Misconduct,
         3. Assigned Research Time Application and Selection.

12. Technology Council
   a. Identify the technological needs of faculty.
   b. Recommend technology policies and initiatives based on curricular and scholarship
      needs.
   c. Participate in the University’s technological policy-making and planning.
   d. Liaise with technology administrators on policy, curricular, and scholarship issues.

13. Undergraduate Council
   a. Recommend policy on undergraduate course requirements for degrees and the
      procedures for inaugurating, changing, or terminating undergraduate courses and
      programs.
   b. Review and recommend new undergraduate programs, major changes in existing
      programs, and undergraduate courses.

SECTION III – Ad Hoc Committees
1. Ad Hoc Committees will be established by the Senate from time to time for special purposes.

2. Ad Hoc Committees shall abide by the procedures outlined in Article II – Section I-1, General Responsibilities, and Section 2, Membership and Meetings, as those Bylaws pertain to Ad Hoc Committees.

3. Ad Hoc Committees may be formed when representation is required from other than Faculty, Librarians, Professional Staff, and Adjunct Faculty for a special task, and for a limited time not to exceed one academic year.

4. An Ad Hoc Committee will cease to exist with the end of the term of the Senate that established it, but it may be reestablished by the incoming Senate.

5. Ad Hoc committees should work closely with all constituencies to attain the goals and objectives as stated in their Charges from the Senate.

ARTICLE III – APPOINTMENTS TO NON-SENATE BODIES

SECTION I – Liaisons to Board of Trustees committees

1. In early March the Executive Committee shall announce and solicit nominations, including self nominations, from the William Paterson community represented by the Senate via an e-mail announcement with at least a one week response period. The announcement will detail the duties and obligations of these positions, including the requirement to attend all Board Committee meetings. All nominees will be asked to provide a statement of one page or less detailing her or his qualifications and reasons for wanting to serve on the specific Board of Trustees Committee. The Executive Committee will confirm that those who do not self-nominate agree to serve if elected.

2. The Executive committee can recruit suitable candidates should the open nomination period not yield appropriate candidates.

3. Candidates for liaisons must be tenured faculty/librarians or professional staff members with at least five years experience at William Paterson.

4. All candidates must commit to attend all meetings of their Board committee.

5. Liaisons will present a brief oral report of the Board committee’s actions at the first meeting of the Senate after the Board committee meets, and the liaison will prepare a more detailed written report to be posted on the Senate homepage.

6. The two liaisons to the Board committees will be elected by the members of the new Senate at the last meeting of the academic year. No nominations can be made on the Senate floor.

7. The Senate will elect the representative for each position in a secret ballot.

8. Liaisons will serve two year terms, and may be re-elected.

9. If a liaison is unable to attend a board committee meeting, she/he will notify the Senate Chair as early as possible. The Chair will then attend the meeting, or arrange an appropriate substitute.

10. A liaison who misses two Board committee meetings is automatically removed from office, and the Executive Committee will quickly move to fill the vacancy with a new liaison.