

College of Professional Studies
Bylaws

The George Washington University
Washington, DC

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Adopted April 11, 2003

PREAMBLE

The mission of the College of Professional Studies is to exemplify a new model of teaching and learning, one that addresses the learning needs of organizations in the knowledge-based economy and engages students as active participants in their own education. The College, therefore, has an outward-looking vision: it forms strategic partnerships with external organizations to create innovative multidisciplinary programming, curricular joint ventures, outcomes-based assessment, and multiple delivery modes including technically mediated instruction. The college advances the continuing relevance of the University in the 21st century by taking the core values and standards of the University into the arenas of lifelong and organizational learning.

I. Name of the Organization

The name of this organization shall be the College of Professional Studies, hereafter referred to as the College.

II. Purpose and Subordination of Bylaws

These Bylaws set forth the structures and procedures by which the College defines its authority to formulate and fulfill its educational policies and programs. These Bylaws are supplemental and subordinate to the University Bylaws and Faculty Code.

III. Membership

A. Dean

The chief administrative and academic officer of the College will be a Dean, reporting directly to the Executive Vice President for Academic Affairs (VPAA), and enjoying the same authority and status as other deans within the University structure.

B. Selection of the Dean

1. In accordance with the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000, the Dean will be selected by the President, in consultation with the VPAA, the College Faculty, and the deans of the schools most likely to be affected by the College, namely GSEHD, SEAS, SBPM, CCAS, ESIA, and SPHHS.
2. In the event that other schools eventually develop cooperative arrangements with the College, or are otherwise engaged in its work, they will participate equally in the selection of the Dean of the College.

C. Periodic Review of the Dean

1. At the end of every third year following a Dean's assumption of office, the Dean's Council shall design and administer a process for evaluating the Dean's performance.
2. The Dean's Council shall ensure that all College faculty members have ample opportunity to express their views of the Dean's performance.
3. The criteria shall be the Dean's success in leading the College toward the accomplishment of its mission, plus such other factors that have become salient, including any matters on which the Dean may specifically desire commentary.
4. The results of the evaluation shall be communicated in detail to the Dean. A copy of the review shall be sent to the Executive Vice President for Academic Affairs.

D. Faculty Administrative Officers

Faculty administrative officers of the College, including but not limited to Assistant and Associate Deans, shall be appointed by the Dean after consultation with the Dean's Council and the faculty.

E. Dean's Council

1. Purpose of Dean's Council

This Council along with the Faculty Working Groups (as described in Item G below) is designed to insure sufficient input from the faculty of the collaborating schools and the dissemination of information about the College throughout the University community.

2. Dean's Council Membership

- a. In accordance with the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000, membership of the Dean's Council consists of the following: (1) one tenured faculty member from each school that may offer programs through the College, selected by the respective schools; (2) three program directors or department chairs from programs/departments with off-campus programs or participating in CPS programs, to be appointed by the Dean of the College, and (3) three faculty (to include at least one part-time faculty) participating in off-campus programs or current CPS programs, to be appointed by the Dean of the College.
- b. Members of the Dean's Council selected by each school will serve staggered three-year terms. Members appointed by the Dean of the College will serve one year terms.
- c. In the event that the Dean and members of the Dean's Council are convinced that any particular member of the Dean's Council is no longer discharging her/his obligations including regular attendance at meetings, she or he may be removed from the Dean's Council by a majority vote of those present provided there is a quorum. A quorum is one half of the members as stated in Item E.2.a.

3. Election of Dean's Council Chair

- a. The Dean's Council shall elect a chair annually from among its membership and the chair in consultation with the Dean of the College shall determine the frequency and scheduling of its meetings and the agendas.
- b. Additional meetings or agenda items may be requested of the chair of the Dean's Council by the Dean or by petition of 50 percent of the voting members of the College faculty.

4. Functions and Goals

The Dean's Council shall:

- a. act as a liaison between the College or affected school faculty and the Dean.
- b. advise and make recommendations to the Dean on the establishment of new degree programs.
- c. advise the Dean on all academic matters affecting the welfare of the College.
- d. advise the Dean on appointments of Associate Deans and Program Directors.
- e. execute the review of the Dean.
- f. review periodically (at a minimum every five years) each College course of studies to determine whether it should remain in the College, be transferred to one of the other schools or colleges, or be terminated. The review by the Dean's Council should be done in conjunction with guidelines and timing established for academic program review within the University.
- f. act on behalf of the College faculty on any matter within the faculty's jurisdiction which may require action between the meetings of the faculty. The Dean's Council shall report through the Dean to the College faculty at the stated meetings of the faculty a summary of actions taken on behalf of the faculty since the last report.
- g. serve in an agenda-making capacity to prepare such actions and proposals as the Dean or the Council itself may wish to present to a meeting of the faculty.
- h. serve as a policy review body to assist the Dean in resolving specific programmatic problems and as a policy planning body to explore and define future programmatic and faculty recruitment directions.
- i. nominate candidates for election to the Appointment and Promotion Committee and to the Faculty Senate.
- j. appoint such other committees as will assist it in the performance of its functions.

- k. be the principal committee of the College faculty on all disciplinary matters.
- l. advise the Dean on student appeals concerning petitions relating to academic status or requirements.

5. Dean's Council Meeting Schedule

The Dean's Council shall meet at least once each month unless it decides to alter the frequency according to its needs by majority vote.

F. College Faculty/Program Directors

1. College faculty may serve as Program Directors in conjunction with specific programs arising out of the College's strategic partnerships and projects, and report directly to the Associate Deans. Program Directors also may include faculty from existing schools of the University. While functioning primarily as program developers, their faculty status will assure quality controls within that program and enhance the credibility of the program with prospective clients, as well as help ensure non-duplication of existing University programs. Faculty participation should serve to preserve and encourage rigorous academic measures such that the College may be expected to uphold traditional Middle States accreditation standards. New programs may have new faculty become part of the College whereas faculty serving as Program Directors for the College and already affiliated with existing schools will retain existing school affiliations.
2. When a potential organizational client or partner prefers or anticipates a degree, the Associate Deans will investigate with the Faculty Working Group (as described in Item G below) the possibility of offering an existing degree or a joint degree with a relevant school before the College initiates its own degree, ensuring non-duplication of existing programs. The resulting CPS degree would be administered by a Program Director and would be in Professional Studies (with a concentration in a specified field) and could be granted at the associate, bachelor, undergraduate certificate, master, or graduate certificate level.
3. The College faculty and Program Directors shall be appointed to programs leading to a degree by the Dean from a list of candidates recommended by a majority of the Dean's Council. In all cases, the College faculty will serve a contractual term (which may be renewed) and will not be eligible for tenure within the College.

4. The faculty in the College shall be defined as provided in the *Faculty Code*. To preserve and encourage rigorous academic standards, the faculty shall determine and direct all matters relating to the educational policies and programs leading to degrees awarded by the College, within parameters established by the Dean's Council, Trustees, the University, the Faculty Code, and the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000.

The faculty powers include:

- a. determining requirements for admission to the College's programs and requirements for maintaining good academic standing.
- b. approving the eligibility of candidates to receive degrees in Professional Studies before convocations.
- c. participating in decisions regarding the addition, deletion, or revision of programs and curricula.
- d. participating in the innovative research and analytical services of the College.
- e. participating in the search for a Dean as the need arises.
- f. participating in the search for additional faculty as the need arises.

Recognizing that at the time of original adoption of these Bylaws that there are no faculty appointments in the College, the Dean's Council may assume these powers until such time as there are at least three regular faculty members appointed to the College.

G. Faculty Working Group

1. A Faculty Working Group (FWG), consisting of regular full-time, part-time, and adjunct faculty from the College or the other schools and outside experts as appropriate, with relevant program-specific expertise and skills, will work with the Associate Deans and the respective Program Director in every College program that leads to or is intended to lead to a degree. Additionally, a FWG may be created for projects not leading to a degree.
2. Should a conflict arise regarding program duplication between the College and an existing program, the relevant deans will resolve the issue in a reasonable and rapid manner, after full and transparent consultation with the relevant faculty, with final review, if needed, by the Executive Vice President for Academic Affairs.

3. Members of each FWG shall be appointed by the Dean in consultation with the Associate Deans and Dean's Council according to the terms included in the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000.
4. In the event that the Dean and a majority of the Dean's Council are convinced that any particular member of the FWG is no longer discharging her/his fiduciary obligations, she or he may be removed from the FWG.

H. Committee of Program Directors

The Dean may appoint an associate dean to act as convener and chief administrative officer of a Committee of Program Directors which shall meet, normally once a month, or according to needs, during the academic year, to consider and make recommendations to the Dean on matters of common concern.

IV. Voting Membership

- A. Voting membership shall consist of the Dean, regular and adjunct faculty budgeted to the College, and faculty of other schools who have been appointed Program Directors of programs offered by the College. The Dean's vote will be executed only in the event of a tie vote.
- B. Non-voting ex officio membership in the College faculty is extended to the President of the University, the Executive Vice President for Academic Affairs, members of the Dean's Council who are not otherwise eligible for voting membership (such as ex officio members).
- C. Non-voting membership in the faculty is extended to retired members of the faculty and part-time temporary instructors or full-time visiting or limited service faculty who are not accorded voting membership as provided in paragraph A above.

V. Appointment and Reappointment of Full-time College Faculty

The following paragraphs apply to faculty appointed to the College of Professional Studies itself. Appointment of faculty who serve in off-campus programs offered by other University schools and marketed by the College is in accordance with the bylaws of the school offering the program.

1. Appointments, renewals, promotions, terminations, compensation, and all other terms and conditions of employment shall be made solely on the basis of merit and in accordance with the University's policies regarding equal employment opportunity.
2. In accordance with the Report of the Joint Task Force on the College of Professional Studies dated September 1, 2000, (See Appendix A) faculty to teach in College programs not leading to a degree may be appointed by the Dean in consultation with the Dean's Council. For College programs leading to a degree, faculty including Program Directors shall be appointed by the Dean from a list of candidates recommended by a majority of the Dean's Council with advice from current College faculty and other appropriate GW faculty.
3. The Dean of the College also may seek the consultation and recommendations of the Dean's Council regarding faculty selection and appointment between scheduled meetings of the Dean's Council.
4. All College full-time faculty members will be appointed for a contractual term, normally two or three years, and will not be eligible for tenure within CPS. Appointments to the College may be made at any rank and may be renewed as many times as the needs of the College require. Rank will not change during the contractual term. Notice of nonrenewal will be in accordance with the *Faculty Code*.
5. Part-time temporary instructors are normally appointed for one semester at a time and no reappointment is assumed unless positive notice to reappoint is given.
6. Just as required of all University faculty, Faculty Evaluation Reports will be required on an annual basis of the College Faculty for presentation to the College Associate Deans, with final review by the Dean. The Associate Deans will discuss the Annual Faculty Evaluation Report individually with each faculty member. The Annual Faculty Evaluation Reports will be submitted to the Office of the Executive Vice President for Academic Affairs.

VI. Criteria for Appointment, Reappointment, and Promotion of College Faculty

The Dean, the Dean's Council, and the members of the faculty as a whole shall in the case of each person under consideration for appointment, reappointment, or promotion utilize the following criteria, bearing in mind that excellence in teaching and a commitment to professional education are the principal attributes to be sought in a member of the College. The Dean's Council may appoint a subcommittee to act on its behalf for the purpose of evaluating each candidate for renewal or promotion:

A. General Criteria for Appointment or Reappointment:

General criteria consistent with the mission of the College and nature of the expectations for appointments and reappointments include: (1) demonstrated excellence in teaching and learning, (2) expert knowledge of teaching area complemented by relevant professional experience outside of the academic environment, (3) relevant educational background and demonstrated accomplishments in the area of innovative approaches for curriculum and program development, (4) ability and willingness to work in partnership with clients and other organizations to develop new degree and certificate programs, (5) commitment to the goals and mission of the College in serving organizational needs in multidisciplinary areas, and (6) effective advising of adult students.

B. Criteria for Appointment by Rank

In addition to the general criteria noted above, the College wishes to recognize and value a diversity of contributions to its mission, as appropriate and relevant, in the process of appointing and promoting faculty. For ranks beyond Instructor, all appointments require a completed doctoral degree (unless a master's is terminal in the field). All appointments require a recommendation from the Office of Academic Affairs based on the candidate's educational background and performance in four functions of scholarship consistent with and enhancing the mission of the College: discovery, integration, application of knowledge, and teaching.

1. Recommendations for appointment as Instructor in Professional Studies require a master's degree with a minimum standing of all-but-thesis completion whose teaching effectiveness and student advisement and supervision justify the position as appropriate with CPS stated criteria.
2. Recommendations for appointment at the rank of Assistant Professor of Professional Studies require a doctoral degree and recognition for a record of effective teaching and professional activity showing promise of substantial

3. Recommendations for appointment at the rank of Associate Professor of Professional Studies require a doctoral degree and the achievement of a significant record of teaching and professional activity judged to have made a substantial contribution to multidisciplinary or professional education fields enhancing CPS' stated mission.
4. Recommendations for appointment at the rank of Professor of Professional Studies will require a doctoral degree and the achievement of a record of excellence in teaching, applied knowledge, and professional activity judged to have made outstanding contributions to or consistent with CPS' mission.

VII. Faculty Meetings

1. At least two meetings of the full College faculty will be held per year, one each fall and spring terms. The Dean shall fix the date of the meetings and give reasonable notice to all members and other parties who may be invited because of their interest in the agenda. The Dean or Dean's designate shall preside over the meetings and shall appoint a recorder to keep minutes.
2. Additional meetings may be called as necessary by the Dean, who shall fix the date and agenda and give reasonable notice to all faculty members. Additional meetings may also be called by the Dean's Council or by petition of at least 20 percent of voting members of the faculty to the Dean.
3. Fifty percent of voting members shall constitute a quorum. Except where otherwise noted, decisions of the faculty must be adopted by a majority of those present and voting.
4. The rules contained in the current edition of Robert's Rules of Order Newly Revised shall govern the faculty in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the faculty may adopt. The Dean or Dean's designate presiding may, during any meeting, appoint a parliamentarian, who may advise on a ruling or on proper methods of procedure.

VIII. Amendment to Bylaws

These Bylaws may be amended by a two-thirds vote of the College faculty present and voting at a stated meeting. In the absence of College faculty, the Bylaws may be amended by a vote of two-thirds of the Dean's Council. Proposed amendments shall be circulated with the call for the meeting. As with all School and Department Bylaws, their final approval resides with the Executive Vice President for Academic Affairs after review by the Office of General Counsel.

IX. Publication of Bylaws

A copy of these Bylaws and any amendments to them shall be furnished to every new member of the College faculty and to the Faculty Senate Office.