
THE GEORGE WASHINGTON UNIVERSITY

S C H O O L O F
B U S I N E S S

BY-LAWS

Last amended on April 23, 2010



By-Laws
School of Business
The George Washington University

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By-Laws
School of Business
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Preamble

The purpose of these By-Laws is to provide a body of rules for the governance of the School by its faculty and administrative officers as well as the framework within which the School will accomplish its evolving mission, vision, and strategic plans.

I. Name

The name of this organization shall be the School of Business of The George Washington University.

II. Subordination of By-Laws

These By-Laws are supplemental and subordinate to the University Charter and Faculty Code.

III. Membership

A. Faculty

The faculty of the School shall be defined as provided in the Faculty Code. The categories are:

1. Regular Active Status (whether or not on sabbatical)
2. Visiting Active Status
3. Retired Status
4. Limited Service Active Status (includes adjunct faculty)
5. Research Staff

B. Non-faculty and Professional Staff

Membership in the School of Business also extends to all other full-time employees of the School, including non-faculty and professional staff.

C. Officers of Administration

The Chief Administrative Officer of the School shall be the Dean.

1. The Dean is responsible for leading the School to the accomplishment of its mission.

2. Each academic year, the Dean shall provide to the Executive Committee of the School comprehensive information about the state of the School including but not limited to enrollment, budget, staff needs, strengths, and weaknesses, unmet needs, trends, future outlook, state of affairs in each Department, specific recommendations concerning all aspects of the School, and any other information related to the status of the School.
3. This information will then be presented to the full faculty of the School.
4. The Dean shall delegate appropriate areas of responsibility. Faculty administrative officers of the School, including but not limited to Associate Deans shall be appointed by the Dean after consultation with the Dean's Council and the Faculty, and approval by voice vote of a majority of the tenured or tenure-track faculty voting at a faculty meeting.

IV. Organization

A. Administrative Units of the School

The Administrative Units of the School shall consist of:

1. The School
2. The Academic Departments
3. Other Administrative Units

B. The Academic Departments

The administrative officer of the Department shall be the Chair. The Department Chair shall be selected as provided in The Faculty Code.

1. The Chair, with the full participation and advice of the Faculty, shall devise and implement procedures necessary for the orderly functioning of the Department and shall represent the Department in matters referred to the Dean for approval or decision. In the event the Chair is absent or otherwise unable to fulfill required duties, he/she shall designate, in writing to the Dean, an active status, full-time faculty member to act as Chair.
2. The Department Chair shall manage the departmental budget. The Chair shall be active in, participate in, and encourage all legitimate fund raising activities.
3. The Department Chair shall have authority and responsibility for coordinating and overseeing:
 - a. academic instruction, scheduling, and advising

- b. professional development of faculty
- c. curriculum development, including the establishment of courses that are recognized by more than one department
- d. recommendations concerning student admissions, grievances, appeals, and disciplinary actions
- e. relationships with the School and Officers of Administration
- f. relationships with individuals and groups outside the University on all departmental matters
- g. planning and assignment of departmental facilities
- h. recruitment and recommendations to the Dean for faculty appointment, reappointment, award of tenure, promotion, leave, retirement and appeals concerning such matters.
- i. hiring and promoting of non-faculty personnel of the department within the policies and procedures of the University
- j. developing a process for and criteria for the evaluation of faculty
- k. developing a system to provide the department's faculty with feedback from the students in their classes
- l. submitting an annual report to the Dean
- m. participating with the Dean in the development of budgets that are reflective of the needs for the growth and development of the School
- n. participating in all aspects of salary decisions for faculty and staff in their departments, including annual raises, merit increases, etc.

C. Other Administrative Units

The Director shall be the chief administrative officer of the administrative unit.

1. The Director shall perform such roles and responsibilities as are specified by the Dean in terms of purpose(s) of that administrative unit.
2. The Director shall submit an annual status report of the administrative unit to the Dean.

D. Periodic Review of the Dean

1. At the end of every third year following a Dean's assuming 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 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 School 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.

E. Periodic review of other Appointed Faculty Officers of Administration

1. Once every three years or prior to the individual's reappointment, whichever is shorter, the Dean's Council shall design a program to provide feedback concerning each faculty administrative officer appointed by the Dean.
2. The Dean's Council shall ensure that all faculty members have ample opportunity to express their views.
3. The results shall be communicated in detail to that Officer and to the Dean.

V. Rights and Responsibilities

The rights and responsibilities of faculty members and other members of the School shall include, but not be limited to, the following:

1. Regular Active Status faculty are eligible to attend regular and special meetings of the School and their relevant Department, to vote (except when prohibited by the Faculty Code), to serve on all committees, and to serve as committee chairs. The Regular Active Status Faculty shall also determine all matters relating to educational policy, determination of standards of admission to graduate programs, and the conduct of all degree programs.
2. All other classes of faculty, non-faculty, and members of the staff may attend regular and special faculty meetings of the School at the invitation of the Dean and to have the floor at such meetings. Such members, however, are not permitted to vote or to serve on committees except in an ex officio or advisory capacity.

VI. Election of Faculty Senate Representatives

A. Term and Eligibility

The School is currently entitled to elect representatives to the Faculty Senate as determined by the Faculty Organization Plan, Article II, Section 2, of the Faculty Organization Plan stipulates that persons elected to the Faculty Senate:

1. Shall serve a two-year term beginning on May 1 of the year in which they are elected.
2. Must hold the rank of Professor, Associate Professor, or Assistant Professor, be in full-time service, and have tenure as of the academic year next succeeding the date of election. The Dean, Associate Deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election or service as members of the Faculty Senate.

B. Procedures for Nomination and Election

1. Election shall take place at the first faculty meeting of the new calendar year, but in any event no later than March.
2. At least four weeks before the election meeting, the Dean shall solicit nominations from all members of the Faculty; provided, however, the failure of the Dean to solicit nominations shall not void an otherwise valid election.
3. Unless otherwise determined by a two-thirds vote of the voting members present, no election may occur unless there are at least two nominees for the seat to be filled.
4. Voting shall be by secret ballot. A nominee must receive a majority of the votes cast to be elected. The results of the election shall be announced at the election meeting and transmitted by the Dean to the Executive Committee of the Faculty Senate.

C. Vacancies

Should a vacancy occur in the School's representation in the Faculty Senate, the Faculty may elect a representative to serve the unexpired term of the office vacated. Such elections shall conform to the requirements set forth in sections A and B of this Article, with the exception that the election may take place at either a regular or special meeting of the Faculty.

VII. Meetings of the School of Business Faculty

- A. The Faculty of the School of Business shall meet at least once each semester or more often on written notice by the Dean.
- B. The Dean or the Dean's designate shall serve as Chair of the Faculty meeting.

- C. The agenda for a faculty meeting, together with supporting materials, shall be distributed in writing at least seven days before the date of the meeting.
- D. Whenever these Bylaws require notice in writing, such requirement can be met by electronic or paper notice sent to the office or home address of those entitled to notice.
- E. Special meetings of the Faculty may be called by the President of the University, the Vice President for Academic Affairs, or the Dean and must be called by the Dean upon a request for such meeting signed by one-third of the faculty who are eligible to vote. Notice of special faculty meetings must be provided in writing at least seven days before the meeting and shall include a statement of the purpose of the meeting and an agenda.
- F. Roberts Rules of Order, Newly Revised, shall be used in Faculty meetings. With the consent of the faculty, the Dean shall annually appoint a member of the Faculty to serve as Parliamentarian.
- G. Eligibility to attend regular Faculty meetings shall extend to all members of the current teaching staff, including part-time instructors and Graduate Teaching Fellows and Emeritus Professors, plus such members of the non-academic administrative staff, other members of the University community, and visitors as the Dean shall choose to invite.
- H. The right to vote in Faculty meetings shall extend to all members of the full-time active status Faculty. A quorum shall consist of a majority of the voting members and shall be announced for the record by the Dean at the beginning of each semester.
- I. With the consent of the Faculty, the Dean shall annually appoint a Secretary to the Faculty. It shall be this person's responsibility to see that a record is kept of all deliberations and decisions by the faculty and to maintain all files and archives pertaining to Faculty meetings.
- J. By majority vote, the Faculty may at any time resolve itself into executive session consisting of those entitled to vote.
- K. The Faculty must be sent a written copy of any resolution at least seven days before the meeting at which the resolution will be considered. In individual cases, this requirement for notification may be amended or eliminated by a two-thirds vote of the voting members present.
- L. The format of the agenda will normally follow that stipulated for the Faculty Senate in Appendix II of the Faculty Organization Plan. Special agenda items must be arranged with the Dean at least ten days before the scheduled meeting. In

individual cases, this requirement may be amended or eliminated by a two-thirds vote of the voting members present.

- M. In the event meetings of University committees may be scheduled before a School of Business faculty meeting can be held to elect a permanent committee representative, the Dean may either (1) conduct an electronic election by the faculty of such representative, or (2) appoint a member of the faculty on an interim basis to attend such meetings.

VIII. Committees

The School shall have the following committees. All members of the committees shall be voting members unless indicated otherwise.

Executive Committee
Dean's Council
Personnel Committee
Curriculum and Programs Committee
Doctoral Studies Committee
Research Committee
Other Committees

The functions of these committees include but are not limited to those set forth below. Ex-officio members and members of the School's administrative staff serve as non-voting members on several of the committees as stipulated below.

A. Executive Committee

1. Functions

The committee shall

- a. Discuss with the Dean issues relating to School policies and programs.
- b. Provide general management advice and assistance to the Dean.

2. Membership

The committee shall be composed of the Dean (chairing), Associate Deans, Department Chairs, and other appropriate administrative personnel as determined by the Dean.

B. Dean's Council

1. Functions

The Dean's Council shall

- a. Act as a liaison between the faculty and the Dean.
- b. Advise the Dean on matters affecting the welfare of the School.
- c. Advise the Dean on appointments of Associate Deans.
- d. Execute the evaluation of the Dean.

2. Membership

The Council will be composed of one tenured faculty member of the rank of associate level or higher elected from each academic department and the Senior Associate Dean, who shall be a non-voting ex officio member. With the exception of the Senior Associate Dean, department chairs, Deans, and other administrative officers will not be eligible to serve as members of the Dean's Council. The Chair of the Dean's Council will be elected for a one year term by the Council's voting members at the first meeting of the Fall semester. The Senior Associate Dean will not be eligible to serve as Chair.

C. Personnel Committee

1. Functions

The Personnel Committee ("the Committee") shall make a substantive review of all recommendations originating from Departments regarding appointments with tenure, promotion, or tenure of regular full-time faculty, but it shall not conduct a de novo review of the recommendation. The Committee may request additional information, documentation, or clarification respecting such recommendation from the originating Department.

Further, the Committee, sitting in review of recommendations originating from a department, shall advise the Dean whether the candidate has met the relevant school and department criteria, whether the Department has followed its published procedures, and whether it has identified any "compelling reasons" that may exist for not following the departmental recommendation. Such advisories shall not be construed as "faculty recommendations" as defined by Section B.3 of the Procedures for Implementation of the Faculty Code.

2. Membership and Elections

- a. The Committee shall be elected by a vote of all Regular Active Status faculty in the School of Business (as defined in the Faculty Code, Section I.B.).
- b. Membership is restricted to one tenured faculty member from each department.
- c. The election for Committee members will normally be held at the April faculty meeting of each year from a list of all willing eligible tenured faculty members in the School. All

tenured faculty members are eligible except Department Chairs, the Dean, and the Senior Associate Dean. Faculty who do not wish to stand for election must inform the Dean in writing at least one week prior to the faculty meeting.

- d. All elections shall be by secret ballot. Regular Active Status faculty vote for at most one member from each department.
- e. The faculty member from each department receiving the most votes shall be elected to the Committee.
- f. In the case of promotions to Professor, each department is represented by its Professor receiving the most votes.
- g. In the event the faculty member receiving the most votes in e) or f) is unable to serve, the eligible faculty member from that department receiving the next highest number of votes will become the member of the Committee.
- h. Following the election of the Committee, the faculty will elect a Committee chair from among the Committee members.
- i. Committee members will serve two-year terms and are eligible for reelection.
- j. Committee members will serve staggered terms. In the first election, the chair will serve two years, and four members will serve one-year terms, and the other four members will serve two-year terms, by drawing straws.
- k. The Committee representative from the department making the recommendation shall be available for consultation by the other committee members, but will neither participate in the deliberations nor vote on the recommendation.

3. Procedures

- a. Recommendations for appointments with tenure, for promotion, or for tenure of regular full-time faculty shall originate from the individual departments. Recommendations are submitted by the departments to the Dean. These recommendations should be accompanied by (a) the published criteria the department uses for making its recommendations, (b) the published procedures the department follows for making its recommendations, (c) supporting material that explains how the candidate has met the relevant department and school-wide criteria for promotion and/or tenure and (d) a description of the procedures the department followed to make this recommendation.
- b. The Dean shall review the supporting materials to verify that all required materials are present, and forward them to the Personnel Committee with a letter of transmittal.
- c. The Personnel Committee shall request a meeting with the departmental APT chair making the recommendation.
- d. The Personnel Committee shall provide candidates for tenure with feedback on progress toward School criteria for tenure, ordinarily in the spring of the final year of the candidate's first contract. Such feedback is not to be construed as a recommendation regarding reappointment, promotion, or tenure.
- e. Prior to AY 2013-14, the committee's work is limited to: (1) developing School criteria for promotion and tenure, (2) providing feedback to candidates for tenure, and (3) advising the dean on matters of tenure and promotion for appointments from outside GWSB. (2) and (3) will take effect only after School criteria for promotion and tenure are approved.

D. Curriculum and Programs Committee

1. Functions

The committee shall review and evaluate the content of all existing and proposed academic programs in the School. In particular, it will review proposed curriculum changes, such as additions and deletions of courses and fields of instruction in degree programs, and proposals for the creation or termination of academic degree programs, prior to formal approval by the School's faculty.

The committee may divide its responsibilities up among subcommittees.

2. Membership

The committee shall be composed of one Administrative Officer appointed by the Dean (chairing but non-voting), and one faculty member selected by each of the academic departments.

If the committee chooses to divide its responsibilities among subcommittees, each subcommittee shall consist of one Administrative Officer appointed by the Dean (chairing but non-voting), and one faculty member from each of the academic departments. Any department may waive its right to representation on any subcommittee.

E. Doctoral Studies Committee

1. Functions

The committee shall

- a. Formulate and recommend policy to the faculty regarding existing and proposed doctoral programs; in this regard, the functions of the committee will overlap with those of the Curriculum Committee.
- b. Oversee the administration of the Doctoral Program and advise the Program's Director on administrative matters.
- c. Serve as an admissions committee for the Doctoral Program.
- d. Monitor the development and implementation of doctoral student study plans.
- e. Chair dissertation proposal and final defenses.
- f. Adjudicate student petitions.
- g. Serve as liaison between the Doctoral Program and the School's academic departments.

2. Membership

The committee shall be composed of the Associate Dean for Research and Doctoral Programs (chairing), one member from each of the School's academic departments, and the Senior Associate Dean (ex officio). In addition, the committee may invite one representative of each of the other Schools of the University to serve on the committee, as it considers appropriate to reflect the participation of students enrolled in those Schools in the Doctoral Program. Any representatives of other Schools will be non-voting members of the committee.

F. Research Committee

1. Functions

The Research Committee shall:

- a. Formulate and implement a strategy to position the School as a premier research institution.
- b. Encourage and support departmental, institute and center research programs.
- c. Encourage and support individual faculty research efforts.
- d. Organize seminars, presentations and events to highlight SB research.
- e. Serve as a liaison with other research units of GW schools.
- f. Serve as a liaison with the GW Office of Research and Graduate Studies and the Office of Research Services.

2. Membership

The committee shall be composed of the Associate Dean for Research and Doctoral Programs (chairing) and one member from each of the school's academic departments.

G. Other Committees

Other committees may be formed ad hoc at the discretion of the Dean or by vote of the faculty.

1. Functions

The committee shall execute the function assigned to it by the Dean or the faculty at the time of its creation.

2. Membership

The committee shall consist of an Administrative Officer appointed by the Dean and a faculty member from each department selected by the Dean after consultation with the Department's Chair; provided, however, that either the Dean or any department may waive the right to have a representative on the committee.

If the committee is formed at the discretion of the Dean, then the Dean shall appoint the Chair. If the committee is formed by vote of the faculty, then the committee shall elect the Chair.

IX. Adoption of and Amendments to These By-Laws

- A. These By-Laws shall become effective upon their adoption by a two-thirds vote of the voting members present at a meeting of the faculty.
- B. These By-Laws may be amended by a two-thirds vote of the voting members present at a meeting of the Faculty. Motions to amend these By-Laws must specify the wording of the proposed amendment and be distributed to the Faculty in writing not less than fifteen nor more than fifty days before the meeting at which the amendment will be considered for adoption.
- C. Amendments to these By-Laws that affect personnel matters will take effect in AY 2013-14, except for appointments with tenure from outside GWSB, for which the amendments will take effect the year following approval of School criteria for promotion and tenure.
- D. For purposes of adoption and amendments to these By-Laws only, absentee ballots signed by members of the Faculty eligible to vote shall be accepted if presented at the meeting of the Faculty where the vote is taken.
- E. A copy of these By-Laws shall be furnished by the Dean to every new member of the faculty, and a copy of amendments to these By-Laws shall be distributed promptly by the Dean to each member of the Faculty.

Approved at the May 1991 Faculty Meeting
Amended at the December 1991 Faculty Meeting
Amended at the May 1995 Faculty Meeting
Amended at the May 1998 Faculty Meeting
Amended at the April 2000 Faculty Meeting
Article VII, Section J, interpreted at the January 2001 Faculty Meeting
Amended at the December 2001 Faculty Meeting
Amended at the November 2002 Faculty Meeting
Amended at the November 2003 Faculty Meeting
Amended at the April 10, 2009 Faculty Meeting
Amended at the April 23, 2010 Faculty Meeting