

**College of Professional Studies
Rules and Procedures
The George Washington University
Washington, DC**

Adopted April 11, 2003

Revised May 18, 2009

Revised March 5, 2018

Revised April 1, 2026

Approved by Office of the Provost: April 27, 2026

PREAMBLE

The purpose of these Rules and Procedures is to complement the University Bylaws and Faculty Code for the governance of the College of Professional Studies and provide a framework for a highly innovative academic enterprise within which the College will contribute substantially to George Washington University's mission as a comprehensive global research university.

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 Rules and Procedures

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

III. Faculty Membership

- A. The faculty and voting membership in the College shall consist of the Dean, full-time regular and specialized faculty budgeted to the College, and faculty of other schools who have been appointed directors of programs offered by the College (hereafter referred to as the faculty). The Dean shall vote only in the event of a tie vote.

As indicated in the GW Faculty Code, Regular Faculty are full-time faculty members with the title of university professor, professor, associate professor, assistant professor, and instructor who are tenured or tenure-track, and non-tenure-track full-time faculty members who are on a renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have contractual

responsibilities for all of the following: research, teaching, and service.

Specialized Faculty are faculty members with the title of professor, associate professor, assistant professor, and instructor who are on a renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have responsibilities for one or two of the following areas: research, teaching, and service. Specialized Faculty include but are not limited to faculty members holding clinical, research, and teaching faculty positions, which may be reflected in their titles.

- B. Non-voting ex officio membership in the College faculty is extended to the President of the University, the Provost and Executive Vice President of Academic Affairs (Provost), 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 faculty who are not accorded voting membership as provided in paragraph A above.

IV. Faculty Participation

- A. The Dean's Council shall establish procedures for faculty participation in decisions relating to the addition, revision or elimination of curricular offerings. These procedures should provide for the participation, at a minimum, of the regular faculty members of the rank of assistant professors and higher.
- B. Faculty powers shall extend to:
 - 1) Determining requirements for admission to the College's programs and requirements for maintaining good academic standing.
 - 2) Approving the eligibility of candidates to receive degrees in Professional Studies before convocations.
 - 3) Participating in the innovative research and analytical services of the College.
 - 4) Participating in the search for additional faculty as the need arises.

V. Limits on the Faculty

The College of Professional Studies shall not initiate a degree program that duplicates a degree program offered by another school nor shall the College initiate a degree program that overlaps substantially with a degree program offered by another school, unless:

- i. The Dean's Council of the College has approved that program; and

- ii. The appropriate corporate officer of the university has authorized the College to initiate that program after consulting with the faculty of the other school. The College of Professional Studies shall not confer any degree that duplicates a degree offered by another school.

VI. The Faculty Senate

A. Membership:

In accordance with Article III. The Faculty Senate; Section 2.a.4 of the Faculty Organization Plan (2025):

“The College of Professional Studies shall elect two of its faculty members as Delegates. These Delegates shall not have the right to vote in meetings of the Faculty Senate but shall otherwise enjoy all responsibilities, rights, and privileges of regular Faculty Senate members. From this School, any regular faculty with a non-tenure-track appointment shall be eligible to serve in the Faculty Senate, provided that such Regular Faculty shall have completed at least three years of full-time service to the University and shall have attained the rank of Associate Professor or higher... Their terms of office shall be the same as that of regular faculty members of the Senate...”
[below]

B. Terms of Office:

In accordance with Article III. The Faculty Senate; Section 2.c of the Faculty Organization Plan (2025):

“The term of office for faculty members of the Senate shall be two years beginning on May 1 of the year in which they are elected. If necessary, the terms shall be adjusted by the Executive Committee, with the consent of the Senate, so as to elect approximately one-half of the faculty members from each school each year.”

C. Election to Faculty Senate:

In accordance with Article III. The Faculty Senate, Section 3 of the Faculty Organization Plan (2025), the election of faculty members of the Senate shall be held subject to the following requirements but otherwise pursuant to procedures determined by the faculty members eligible to vote in the school or group involved:

- 1) The nominating procedure shall permit nominations from the floor or by petition in addition to any other method adopted by the faculty of the school or group involved, and shall, unless otherwise determined at or prior to the election meeting by two-thirds vote of such faculty, require at least two nominees for each Senate seat to be filled.

- 2) Voting shall be by secret ballot.
- 3) Only members of the faculty in full-time service shall be eligible to vote.
- 4) The elections shall be held at meetings called by the Dean of the respective schools prior to March 15 of each year. Forty percent of voting members shall constitute a quorum.
- 5) In the event that a vacancy occurs in the Senate membership or a member is on leave of absence or otherwise unable to participate for any period, the faculty shall be entitled to elect another representative for the remainder of the term or pro tempore for the period of absence involved.

VII. Dean

The chief administrative and academic officer of the College will be a Dean, who reports to the Provost, and enjoys the same authority and status as other deans within the University structure.

A. Selection of the Dean:

When a search is required due to a vacancy in the position of Dean, the Provost shall appoint a special faculty committee jointly with the deans of the schools whose programs are most directly affected by the College of Professional Studies, as determined by the Provost.

The Provost should make appointments consistent with the Search Committee Composition detailed in Procedures C.2.b of the Faculty Code and the Chair of the Board of Trustees shall appoint trustees to serve as members of the search committee.

B. Periodic Review of the Dean:

The decanal review procedures in the Faculty Code Procedures C.2.b.ii will be followed in the college.

C. Faculty Administrative Officer:

Faculty administrative officers of the College, including but not limited to assistant and associate deans, shall be appointed by the Dean in consultation with the Dean's Council.

VIII. Dean's Council

A. Purpose of Dean's Council:

The Dean's Council ensures sufficient input from the faculty of the collaborating schools and the dissemination of information about the College throughout the University community.

B. Dean's Council Membership:

The Dean's Council shall consist of ten members. Five shall be tenured and shall be elected, one each, by colleges/schools whose programs are determined to be among the most directly affected by the College¹. Three members shall be appointed by the CPS Dean to include program directors or department chairs from programs or departments with off-campus programs or participating in CPS programs. Two members shall be elected by the CPS faculty. The elected faculty will serve two-year terms and the CPS Dean's appointees will serve one-year terms. The terms of the non-CPS school representatives may be of one or two years as determined by the appointing school.

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 for purposes of transacting the business of the council shall be one more than one-half its membership.

C. Election of Dean's Council Chair:

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.

D. Dean's Council Meeting Schedule:

The Dean's Council shall meet at least once each month during the academic year, September through May, but may alter the frequency according to its needs by majority vote. 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.

E. Functions and Goals:

The Dean's Council shall:

- 1) Act as a liaison between the College or affected school faculty and the Dean.
- 2) Advise and make recommendations to the Dean on the establishment of new degree programs.
- 3) Advise the Dean on all academic matters affecting the welfare of the College.
- 4) Advise the Dean on appointments of associate deans and program directors.

¹ As of this revision, the five schools that are determined to fall in this category are: Columbian College of Arts and Sciences, School of Engineering and Applied Science, Graduate School of Education and Human Development, School of Business, and Milken Institute School of Public Health.

- 5) Consult with the Provost on the review of the Dean.
- 6) 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.
- 7) As needed, and on a case-by-case basis, advise the dean on recommendations to the provost regarding the degrees to be offered by the College.
- 8) Act on behalf of the College faculty on any matter within the faculty's jurisdiction that 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.
- 9) 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.
- 10) Nominate candidates for election to College or University committees, as required.
- 11) Appoint such other committees as will assist it in the performance of its functions.
- 12) Be the principal committee of the College faculty on all disciplinary matters.
- 13) Advise the Dean on student appeals concerning petitions relating to academic status or requirements.
- 14) Pursuant to the GW Faculty Code (IV D 1), act as the school-wide personnel committee for the College and as the elected standing committee.

IX. Program Directors

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 schools of the University. While functioning primarily as program developers, their faculty status will assure quality control 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.

When a potential organizational client or partner prefers or anticipates a degree, the associate Deans

will investigate 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 will be administered by a program director and will 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.

X. 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 normally meet once a month, or according to needs, during the academic year, to consider and make recommendations to the Dean on matters of common concern.

XI. Appointment and Reappointment of Full-time College Faculty

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

- A. 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.
- B. Faculty appointments to teach in College programs not leading to a degree may be made 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.
- C. 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.
- D. 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. Notice of nonrenewal will be in accordance with the Faculty Code.
- E. Part-time temporary instructors are normally appointed for one semester. No reappointment is assumed unless positive notice to reappoint is given.
- F. 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 Provost.

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

- A. The Dean shall appoint College faculty and program directors to programs leading to a degree 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.
- B. 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 general criteria elucidated in the Faculty Code, bearing in mind to assign proper weight to the three areas of teaching, research, and service in accordance with the mission of the college and its needs, with emphasis on excellence and relevant experiences and accomplishments in designated professional fields. The Dean's Council may appoint a subcommittee to act on its behalf for evaluating each candidate for renewal or promotion.

C. General Criteria for Appointment or Reappointment:

General criteria consistent with the mission of the College and nature of the expectations for appointments and reappointments shall be in accordance with the stipulations of the Faculty Code. In addition, they may include expert knowledge of a teaching area complemented by relevant professional experience outside of the academic environment, and commitment to the goals and mission of the College.

D. 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 above 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 the three areas of teaching, service, and scholarship – with emphasis on four functions of scholarship consistent with and enhancing the mission of the College, i.e., scholarship of discovery, integration, application of knowledge, and teaching.

- E. Detailed set of criteria and procedures for the promotion of full-time faculty in the College are given in the attached document entitled "College of Professional Studies Promotion Process and Criteria."

XIII. Faculty Meetings

- A. At least two meetings of the 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.
- B. The Dean may call additional meetings as necessary, and shall fix the date and agenda and give reasonable notice to all faculty members. Additional meetings also may be called by the Dean's Council or by petition of at least 20 percent of voting members of the faculty to the Dean.

Forty 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.

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 Rules and Procedures, 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.

At the last regularly scheduled faculty meeting of the spring semester, the Dean shall seek volunteers of College Faculty who would like to be nominated to serve on Faculty Senate standing committees.

XIV. Amendment to Rules and Procedures

These Rules and Procedures may be amended by a majority vote of the College faculty present and voting at a stated meeting. Proposed amendments shall be circulated with the call for the meeting. As with all School and Department Rules and Procedures, their final approval resides with the Provost.

XV. Publication of Rules and Procedures

A copy of these Rules and Procedures and any amendments to them shall be made publicly available.

College of Professional Studies
Promotion Process and Criteria
Approved by the CPS Dean's Council (Dec. 18, 2024)
Approved by the Provost (March 20, 2025)

The following process and criteria for the promotion of faculty in the College of Professional Studies supplements the CPS Faculty Bylaws and are in accordance with The George Washington University Faculty Code.

1. Faculty Promotion Subcommittee of the Dean's Council

A. Composition

The Dean shall compose a subcommittee of the Dean's Council consisting of two Council members appointed by the Dean, a full-time **full** professor from CPS, and two Council members appointed by the other Schools and Colleges represented on the Council. The subcommittee shall elect one of its own to serve as chair. The subcommittee shall be reconstituted every academic year.

B. Duties

The Promotion Subcommittee shall review promotion requests submitted to them and recommend appropriate actions to the full body of the Dean's Council.

2. Criteria for Promotion of Full Time Faculty

The criteria for promotion are evidence of effective contributions in the areas of research, teaching, service, and leadership, if applicable. The specific weight of each of these areas in any promotion decision will be determined in advance for candidates and articulated in the College's Letter of Appointment.

Research

Evidence of contributions to specific disciplines or fields of study including cross-disciplinary work.

Promotion shall require peer-reviewed contributions to their disciplines or fields of study-in the form of scholarly publications, including journal articles and/or monographs.

Contributions to the field can be in areas deemed the scholarship of.

- Discovery: the intellectual stock of knowledge of a discipline or profession
- Integration: innovative connections across disciplines or professions
- Application: research findings applied to professional actions
- Teaching & Learning: research applied to teaching practices and student learning

There is no specific numerical requirement of scholarly work--the primary criterion being the quality of scholarship that has been produced by the candidate as well as evidence of the candidate's likely continued scholarly contribution in the future.

Teaching

Evidence of sustained effectiveness in teaching.

The teacher shall be measured by such indicia as assessments by students, including but not limited to student teaching evaluations, teaching materials produced including syllabi of courses developed or redesigned, teaching portfolios, class observations, supervision of student projects, and evidence of other assistance to students.

Service

Evidence of active and continuing involvement with professional and educational activities outside of the classroom, including, but not restricted to, service to the University community.

Service includes significant contributions to the profession, recognition in the profession for expertise and leadership, leadership positions in professional associations, planning or coordination of projects for major organizations in the discipline or profession, or contributions to the higher education field.

Evidence of active and continuing involvement in University affairs, particularly in areas directly related to the organizational life of the College and to faculty administrative responsibilities and governance at the program, College, or University level.

Leadership

Evidence of excellence in leadership of the academic program the faculty director oversees.

Leadership includes responsibilities detailed in the program director job description, including active engagement in departmental and program-specific activities, supporting students and faculty within their program, and program strategic planning and continuous improvement. Evidence of growth in leadership includes progressive contributions to the College's broader mission by building a vibrant community among students, faculty, alumni, and local partners.

Overview of Promotion Criteria

	Instructor to Assistant Professor	Assistant to Associate Professor	Associate to Full Professor
Minimum Time for Promotion	Three years (with discretion of Dean)	Five years (with discretion of Dean)	Five years
Degree required	Terminal degree	Terminal degree	Terminal degree
Teaching (minimum expectation for teaching as a prerequisite for promotion to each rank)	<p>Demonstrates a mastery of specialty content</p> <p>Through peer and student evaluations, considered an effective teacher; has demonstrated progress toward being an excellent teacher</p>	<p>Demonstrates a mastery of specialty content and has developed new, integrated areas of expertise</p> <p>Through peer and student evaluations, considered a consistently effective and excellent teacher</p> <p>Demonstrates effective mentoring of students</p>	<p>Demonstrates mastery of specialty content and has developed mastery of broad-based, integrated content areas</p> <p>Through peer and student evaluations, considered a consistently effective and outstanding teacher</p> <p>Demonstrates effective mentoring of students and faculty</p>

	Instructor to Assistant Professor	Assistant to Associate Professor	Associate to Full Professor
Scholarship (minimum expectation for scholarship as a prerequisite for promotion to each rank)	Demonstrates potential to create original work, presented at academic or professional conferences, published in refereed journals, monographs, books, and other scholarly media relevant to the field of appointment; can include cross-disciplinary work related to field of appointment	Creates original work, presented at academic or professional conferences, published in refereed journals, monographs, books, and other scholarly media relevant to the field of appointment; can include cross-disciplinary work related to field of appointment Peer-reviewed scholarly publications, including journal articles and/or monographs Growing scholarly reputation in the field regionally and/or nationally	Makes significant, substantial, and distinguished contributions to the field or discipline through original work, presented at academic or professional conferences, published in refereed journals, monographs, books, and other scholarly media; can include cross-disciplinary work related to field of appointment Peer-reviewed scholarly publications, including journal articles and/or monographs. Recognized as a leading scholar in the field nationally and/or internationally
Service (minimum expectation for service as a prerequisite for promotion to each rank)	Participates in program development or expansion Participates in service to College and/or University	Provides significant contribution to program development or expansion Participates in service to the College and University Participates in service to the profession regionally, nationally, or internationally	Provides leadership in and substantial contribution to program development or expansion Provides leadership in service to the College and University Provides evidence of leadership role in professional service regionally, nationally, or internationally

	Instructor to Assistant Professor	Assistant to Associate Professor	Associate to Full Professor
<p>Leadership (Program Directors)</p> <p>(minimum expectation for leadership as a prerequisite for promotion to each rank)</p>	<p>Actively participates in departmental meetings, program faculty meetings, committees, and other program-specific activities</p> <p>Provides guidance and mentorship to students and part-time faculty</p> <p>Sets long-term strategic goals for their program and aligns them with the department's and university's priorities</p> <p>Works effectively with staff and other colleagues, demonstrating a willingness to contribute and support broader departmental goals</p>	<p>Participates in college- or university-level committees or task forces, representing the program or school</p> <p>Demonstrates evidence of community growth among students, faculty, and alumni in their program</p> <p>Shows evidence of completion of or significant progress toward long-term program goals and growth, including efforts to secure external funding and partnerships that support program development and expansion</p> <p>Demonstrates effective collaboration with staff and other colleagues toward continuous improvement of the program</p>	<p>Leads college- or university-level committees or task forces, representing the program or school</p> <p>Facilitates a strong sense of community and professional support among students, faculty, and alumni in their program</p> <p>Demonstrates significant program growth in innovation and reputation</p> <p>Demonstrates evidence of facilitating leadership development at the college or university (e.g., mentorship and support to junior full-time faculty members at the college)</p>

Faculty under contract with CPS at the time this policy is adopted who do not meet the minimum requirements for degree qualifications may apply for promotion under this policy, if such faculty apply for and are not granted promotion, they may continue to be employed at CPS at their current rank.

3. Procedures for Promotion

Candidates seeking promotion shall submit a request and dossier to the Faculty Promotion Subcommittee. The candidate's portfolio of materials shall include a comprehensive curriculum vitae, a list of all courses taught, course syllabi, student evaluations, and supporting documentation relevant to the discipline, including publications, grant or funding success, recognition and awards, and a professional reflective narrative examining the areas of teaching, scholarship, service, and leadership, if applicable. These materials shall include at least five letters solicited by the Dean (or a representative appointed by the Dean) from experts outside the university attesting to the significance of the candidate's contributions to the profession or discipline. In addition, the candidate may include letters solicited from GW faculty, students, or administrators attesting to the significance of the candidate's contributions to CPS, the University, and the profession or discipline.

The subcommittee shall review the request and documentation. In its deliberations, the subcommittee may consult with experts in the candidate's field of expertise. After discussion of the candidate's qualifications, a written vote will be taken. Favorable recommendations shall be forwarded from the subcommittee including a detailed memorandum with supporting rationale to the Dean's Council for review.

The Dean's Council will review the commendations and accept or reject the recommendation of the subcommittee. When the Council concurs with the subcommittee's recommendation, the Council will send a consolidated recommendation to the Dean who will review the recommendations. If the Dean approves the Council's recommendations the Dean shall forward the recommendation to the Vice-President for Academic Affairs.

