

Approved by Provost's Office - 6/2/2020

**BYLAWS
OF THE
SCHOOL OF ENGINEERING AND APPLIED SCIENCE**

Approved by the Faculty of SEAS on April 5, 2018

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The George Washington University School of Engineering and Applied Science
Washington, D.C.

I. NAME

The name of the organization is the School of Engineering and Applied Science, hereinafter referred to as SEAS. SEAS is a school of The George Washington University (GWU).

II. PURPOSE OF THE BYLAWS

The purpose of these Bylaws is to articulate the rights and responsibilities of the Faculty and the Administration in the shared governance of SEAS as well as the overarching criteria used for the pursuit of SEAS' mission. The BYLAWS are accompanied by PROCEDURES OF THE SCHOOL OF ENGINEERING AND APPLIED SCIENCE (herein referred to as "PROCEDURES,") which specifies in greater detail the manner of execution for particular matters such as voting, tenure, and promotion. These BYLAWS supersede the SEAS Ordinances of 10-5-2012 and the SEAS Criteria for Appointment, Promotion, and Tenure 12-8- 2011.

III. AMENDMENT OF THE BYLAWS

Amendments to these SEAS BYLAWS may be proposed to the SEAS Faculty, by the Dean, by the Faculty through petition to the Dean by at least 10 voting Faculty members, or by the SEAS Faculty Governance Committee. For adoption of a proposed amendment to the SEAS BYLAWS, a favorable vote by the SEAS Faculty of two-thirds of those eligible to vote shall be required. Voting will take place at either a regular SEAS Faculty meeting or a Special SEAS Faculty meeting. Proposed amendments will be circulated to the Faculty with the agenda for the meeting at least fourteen days in advance of the meeting. Only regular SEAS faculty are eligible to vote on BYLAWS.

IV. SUBORDINATION OF THE BYLAWS

These SEAS BYLAWS are supplemental and subordinate to the letter and spirit of the University Charter, the University Bylaws, The Faculty Organization Plan, and the Faculty Code.

V. ADMINISTRATIVE UNITS

The Administrative Units of SEAS define and control the School's educational, research and service responsibilities, exercise authority over their appointments, salary and promotion decisions, and manage its budgetary and fiscal affairs. The Administrative Units of SEAS include the Academic Departments, the Office of the Dean, and other Administrative Units.

V.1 The Academic Departments

SEAS is organized into six Academic Departments. The Department Chair is the elected representative of the Faculty within her/his respective Department.

The academic departments of SEAS are:

The Department of Biomedical Engineering

The Department of Civil and Environmental Engineering

The Department of Computer Science

The Department of Electrical and Computer Engineering

The Department of Engineering Management and Systems Engineering

The Department of Mechanical and Aerospace Engineering

Other Departments within the School may be established after prior approval by the Faculty of the School. Formal Divisions within a Department may be established subject to prior approval by the Faculty of the directly affected Department(s), the Faculty of SEAS, and the Dean of SEAS.

Each Academic Department has the following authority and responsibilities:

- Academic instruction and advising.
- Professional development of the Faculty.
- Recommendations relative to student admissions, financial aid, appeals, and disciplinary actions.
- Administrative structure of the Department, including committees and administrative assignments and positions.
- Each Department shall approve and make public a set of written Departmental Bylaws and Procedures, consistent with the SEAS BYLAWS and PROCEDURES, the University Bylaws, and the GW Faculty Code. At a minimum, the Departmental Bylaws and Procedures shall include:
 - Procedures and Criteria for periodically electing the Department Chair, conducting a search for the Department Chair, and if necessary, removing the Department Chair.
 - Procedures and Criteria for recommendations for faculty appointment, retention, tenure, promotion, sabbatical leave, and retirement.
 - A description of the voting rights and procedures, as applicable to faculty members of various categories.
 - Recommending the addition, revision, or elimination of curricular offerings within the department and insuring that instruction meeting the quality standards of SEAS is maintained. This responsibility applies to on-campus, off-campus, and on-line programs at the undergraduate and graduate levels offered by the department.
 - Participation in school-wide standing committees for recommending the addition, revision, or elimination of curricular offerings within of school-wide offerings and ensuring that instruction meeting the quality

standards of SEAS is maintained. This responsibility applies to on-campus, off-campus, and on-line programs at the undergraduate and graduate levels offered by the department.

V.2 Responsibilities of the Department Chair

The Department Chair, who is a member of the regular faculty of that Department, is the elected representative of the faculty within her/his respective Department. At the SEAS level, the Department Chair has the authority to represent the Department at the SEAS Executive Committee or to assign her/his representative and nominate department representatives for SEAS Standing Committees, as well as advocate for and maintain the department budget. Departmental duties of the Department Chair and the process for election shall be specified in the Departmental Bylaws.

V.3 Responsibilities of the Dean

A. The Dean is the Chief Administrative Officer of SEAS and is responsible for the supervision and development of all of the resources of the School, the instructional and research programs, the faculty and staff, the physical facilities in use by the School, and the financial resources necessary for its programs.

B. The Dean normally presides at meetings of the School and, with the Faculty, develops policies in keeping with the University-wide guidelines.

C. The Dean recommends appointments, promotions, and tenure based upon recommendations of the School's Departments, and, with the advice of the School-Wide Personnel Committee established in accordance with Article IV Section D of the Faculty Code, ensures that the principles stated in the Faculty Code and these BYLAWS and PROCEDURES in regard to such actions are carried out.

D. With the assistance of the Departments, the Dean prepares annual and long-term budgets. It is the Dean's responsibility to assume leadership of the Faculty in attracting funds to the School for the development and operation of its facilities, programs, and staff.

E. The Dean, in conjunction with the appropriate faculty committees and administrative personnel, will keep the Faculty informed at least once each semester as to the status of resources, budgets, and programs of the School and each Department.

F. The Dean may appoint Assistant Deans to carry out specific duties towards school operations as appropriate. Associate Deans and Assistant Deans are selected as described in Section V.5. Appointments to the position of Associate Dean or Assistant Dean are subject to the final approval of the Provost.

G. The Dean may create advisory Administrative Committees to the Dean in order to assist in her/his efforts for the benefit of SEAS. Such administrative committees may include Faculty, staff, students, alumni, or outside persons as determined by the Dean, and such committees may be constituted as standing administrative committees or ad hoc administrative committees. However, the recommendations of such committees are not to be construed as Faculty recommendations which can only emerge by faculty

representatives which are duly elected by either the SEAS Faculty as a whole, or by their respective Department faculties, in accordance with the type of committee and as further defined in the PROCEDURES OF SEAS.

V.4 Selection of the Dean

A Search Committee, consistent with Section C.2.(b)i.1 of the GW Procedures for Implementing the Faculty Code, shall be established by the full time faculty. The Search Committee will consist of one tenured faculty member from each Department elected by the full time SEAS faculty, two tenured faculty members at large elected from and by the full time SEAS faculty, the Provost or a representative appointed by the Provost, and ordinarily one or two trustees appointed by the Chair of the Board of Trustees. Only the elected members and the trustees may vote. At least a majority of the Search Committee must be tenured faculty. The Search Committee will also include one or two current students and one or two alumni as non-voting members, selected by the full-time SEAS faculty after an open nomination process. The elected Faculty members of the Search Committee shall elect a chair, who shall be one of the elected members and hold a tenured appointment with the rank of Professor.

The Search Committee shall be charged with establishing criteria and procedures for the selection of a Dean. The criteria and procedures shall be presented for approval by the Faculty of SEAS and the Provost. Upon approval of the criteria and procedures by the Faculty of SEAS and the Provost the Search Committee shall publicize the vacancy and screen applicants.

All final candidates for the position of Dean shall be invited to the campus for interviews which will include but not be limited to presentations by the candidate at meetings of the Departmental and SEAS-wide faculty. The Department in which the dean candidate seeks membership shall have the right to request appropriate documentation, references, and presentations to assure that the candidate meets the requirements for tenure and appointment at the sought after academic rank.

The Search Committee shall recommend ordinarily three candidates for the deanship in a non-prioritized list to the President and Provost.

V.5 Associate Dean(s) and Assistant Dean(s)

There may be a number of Associate Deans and Assistant Deans who are members of the regular SEAS faculty, whose duties are designated by the Dean. The Associate Deans and Assistant Deans serve at the pleasure of the Dean and so long as they maintain the confidence of the SEAS Faculty. There are no specific terms of office.

In making appointments, it is recommended, but not required, that the Dean convene an Administrative Ad Hoc Committee, with representatives from each Department, to solicit candidates, arrange interviews, obtain vision statements, and letters of recommendation to assist the Dean in selecting the Associate Dean or Assistant Dean.

One of the Associate Deans shall be designated by the Dean to assume the duties of the Dean, for a period not to exceed three months in the event of the absence or disability of the Dean.

VI. ACADEMIC PERSONNEL

VI.1 Grades of Academic Personnel

The members of the Faculty of SEAS are the persons who are appointed in the School in Grades of Academic Personnel, as specified in Section I of the Faculty Code of the University.

(For general information on voting, see Procedures.)

VI.2 Membership, Rights and Responsibilities of the Faculty

- A. The faculty members are individually responsible for conforming to the GW Faculty Code, to all policies, rules, and regulations adopted by the University and/or Faculty of the School of Engineering and Applied Science, and to reasonable administrative requirements of the University.
- B. The Faculty shall develop and recommend to the Dean and the Provost all matters relating to educational policy, and shall participate in the decisions relating to the conduct of programs leading to School of Engineering and Applied Science degrees, certificates, and other academic credentials.
- C. The Faculty will normally delegate its responsibility for implementation of such educational policies and the conduct of degree programs to the appropriate Departments. Department faculties may recommend the addition or deletion of courses within established degree programs to the Dean through the SEAS Academic Programs and Standards Committee.
- D. The Faculty shall elect representatives to the University Senate in accordance with the provisions of the Faculty Organization Plan.
- E. The Faculty shall create such standing and special committees as it deems appropriate and shall determine the composition and method by which the committee members shall be chosen, unless otherwise specified in the Faculty Code. Where matters of direct interest to students are involved, the Faculty may also include student members on its committees. If members of such committees are duly elected as representatives of certain Departments or of SEAS as a whole, such committees will be deemed to be Faculty Committees. Otherwise, recommendations from such committees cannot be construed as Faculty recommendations.
- F. The Faculty shall establish minimum standards of admissions. Individual academic departments may choose to adopt higher standards for their department approval.

VII. MEETINGS OF THE FACULTY

- A. Regular meetings of the Faculty shall be scheduled at least once each semester. Forty percent (40%) of the difference between the Faculty who are

eligible to vote and those who are on sabbatical or approved leave of absence shall constitute a quorum. Abstentions from voting shall be noted.
(For general information on voting, see Procedures.)

B. Notice of regular Faculty meetings shall be distributed to all persons eligible to attend at least fourteen days before each meeting. The agenda shall be distributed in the same manner at least seven days before such a meeting.

C. Special meetings of the Faculty may be called by the President of the University, the Provost, the Dean of SEAS (or in her/his absence by a designated Associate Dean of SEAS), and the Executive Committee, or by written petition signed by at least ten (10) members of the Faculty, specifying the proposed agenda. The notice and agenda of such special meetings shall be distributed to all members of the Faculty at least seven days before the meeting commences.

D. The Faculty may reconvene in an Executive Session as needed by a majority vote. See Section IV of the Procedures for the voting procedure and eligibility to vote. An Executive Session is restricted to voting members of the SEAS Faculty.

VIII. CONDUCT OF FACULTY MEETINGS

A. The procedure for all meetings conducted under these BYLAWS shall be governed by Robert's Rules of Order, Newly Revised (most recent edition). The Dean may appoint a parliamentarian.

B. The Dean or the Dean's designate shall serve as the Chair of all regular or special faculty meetings that are called by the Dean. Meetings called by members of the Faculty, the Executive Committee, are chaired by a faculty member designated by the group calling the meeting.

C. Attendance at faculty meetings is limited to members of the Faculty, the liaison Representatives from other Schools and Colleges of the University, and visitors invited by the convener. The Chair, as authorized by the Faculty, may extend the privilege of the floor to persons other than members of the Faculty.

Faculty who are on sabbatical or who have made an approved teleconference request may participate in meetings, will be included in the quorum, and can cast their vote. More than one meeting site may be arranged and connected in a manner allowing active participation in debate. An exception to this rule is that meetings concerning the amendment of these BYLAWS AND PROCEDURES allow only those present at the duly designated meeting sites to be included in the quorum and to vote. For meetings not involving amendment of these BYLAWS AND PROCEDURES, requests for teleconference participation may be approved by either a SEAS Department Chair or the Dean's Office depending on who is facilitating the teleconferencing.

D. Nothing in this section shall be interpreted as abridging the right of the Faculty to vote itself into executive session, a session consisting of voting members only, at any time.

(For general information on voting, see PROCEDURES.)

E. A SEAS Faculty Meeting is the method by which matters come before the faculty. However, except for personnel or organizational changes or amendments to the Bylaws and Procedures, a matter may be brought to the SEAS Faculty for consideration by electronic means or ballot box voting. A matter for electronic-mail or ballot box voting may be brought forward as a motion only by a SEAS Department, the Executive Committee, or a SEAS Standing Committee. This procedure requires at least five days notification. If at least five members eligible to vote request the matter be debated, the electronic-mail process is halted and the matter is brought to the next SEAS Faculty Meeting.

(For general information on voting, see PROCEDURES.)

F. Written minutes of the Faculty Meetings, including the full text of matters voted upon, shall be distributed by the Dean to the Faculty no later than one month after each meeting.

IX. STANDING COMMITTEES

SEAS shall establish Standing Faculty Committees that act as a permanent entity of communication between the Dean and the Faculty. Normally, each committee will have one Faculty representative from each Department. The full committees will then be elected by the SEAS Faculty at a regular or special SEAS Faculty Meeting. Committees shall elect a chair and specify procedures for decision making. Normally, the Chairs shall be responsible for calling meetings, which should occur at least once a semester.

The established Standing Faculty Committees of SEAS are:

- Executive Committee
- School-Wide Personnel Committee
- Academic Programs and Standards Committee
- Faculty Governance Committee
- SEAS Finance Committee
- Judicial Committee

Each Standing Committee shall elect a Chair from among the voting faculty members of that Standing Committee. After its members are elected, each Committee will ensure that initial terms of some members will be shorter to enable staggered terms in later years. Each department may also elect an alternate representative to attend meetings in the absence of the primary representative.

IX.1 SEAS Executive Committee

The members of the Executive Committee shall include the Dean and the Chair of each Academic Department. The Dean shall preside at meetings of the Committee and may invite non-voting members such as Associate Deans, Assistant Deans, and appropriate staff members to participate.

In accordance with article IX.B of the Faculty Code and article V.4.D of these BYLAWS and PROCEDURES, the Dean shall provide the Executive Committee a detailed overview of the School's operating budget, including revenue and expenditures, as needed, but not less than annually before Departmental budget input is to be provided.

IX.2 School-Wide Personnel Committee

The School-Wide Personnel Committee (SWPC) is a committee composed of all tenured faculty of SEAS. The SWPC reviews recommendations from the Departments for tenure, appointments with tenure, and promotions for regular faculty. It issues its own independent concurrence or nonconcurrence with the Departmental recommendation. The SWPC considers recommendations for tenure, for promotion, and for appointments with tenure in accordance with Section IV.D of the Faculty Code on each candidate under consideration.

The SWPC meets, when a special meeting is convened by the Dean to consider one or more cases. Prior to that meeting:

- The Department Chair submits to the SWPC all recommendations for tenure and/or promotion of a candidate. Recommendations include appropriate documentation as identified in the Faculty Code.
- The complete portfolio of a candidate for tenure, promotion, or appointment with tenure, shall be available in the Office of the Dean for members of the SWPC to review at least two weeks prior to a special meeting convened by the Dean to consider the case.
- The SWPC may request and gather additional information, documentation, or clarification regarding the departmental recommendations. However, the SWPC shall consult with the chair of the relevant departmental committee before considering any such supplemental materials that it may have received in addition to a candidate's portfolio, and shall provide copies of all such additional materials to the chair of that committee. The departmental committee may submit a written response to such additional materials, which will be included in the record.

A Subcommittee of the SWPC shall exist, consisting of two members of rank of Full Professor elected by each Department. Department Chairs are not eligible for membership. The Subcommittee shall perform all duties as specified in Procedures V.3. Each elected member shall normally serve for a term of two consecutive years. A member may be re-elected after an interim period of at least one year, except when faculty availability is limited, in which case a member may serve a second two-year term. Should a department not be able to elect a member to the SWPC Subcommittee, a member at large shall be elected by that department. The SWPC Subcommittee shall annually elect a chair from among its members at its first meeting. See Procedures. In the event of a nonconcurrence, the Chair of the Subcommittee ordinarily will represent the SWPC in proceedings before the Faculty Senate Executive Committee.

The SWPC shall state, in order to insure comparable quality and excellence across SEAS, whether the candidate under consideration has met the relevant published criteria and identify any compelling reasons for non-concurrence as defined in Section IV.E of the Faculty Code.

IX.3 Academic Programs and Standards Committee

The Academic Programs and Standards Committee shall be comprised of two elected representatives from each Department. Ex-officio voting members include the Associate Dean for Academic Affairs, the Associate Dean for Undergraduate Students. The Committee will deal with matters relevant to the programs and curricula at the undergraduate and graduate levels, as well as accreditation.

The Academic Programs and Standards Committee shall

- Advise on the establishment of new academic departments and academic programs.
- Serve as a hearing committee under III.C of the Faculty Code for allegations of arbitrary or capricious academic evaluation by students and make recommendations for remedial actions to the Dean.

The Academic Programs and Standards Committee shall consider and make recommendations to the Dean and Faculty of SEAS on the following issues:

- Proposals for new course offerings submitted by an Academic Department or an ad hoc faculty committee for SEAS-wide offerings, including online and off-campus courses.
- Proposals for new degree programs submitted by an Academic Department, including online and off-campus degree programs.
- Proposals for the termination of any degree program.
- Proposals for significantly modifying existing degree programs or standards thereof. Significant changes include but are not limited to modifying the number of credit hours, or transitioning from in-classroom to online.

The Academic Programs and Standards Committee shall form subcommittees as appropriate to separately consider online or off-campus courses or degree offerings proposed by an Academic Department.

IX.4 Faculty Governance Committee

The SEAS Faculty Governance Committee shall be responsible for continuous improvement of the SEAS BYLAWS and PROCEDURES for the Governance of SEAS. They consider requests for amendments from the Faculty and will make recommendations to the SEAS Faculty in the form of resolutions considered at regular or special SEAS Faculty Meetings. In addition, the Faculty Governance Committee shall review upon request of the Dean or Department governance documents of SEAS units to insure compliance with the Faculty Code and SEAS governance documents.

IX.5 Faculty Finance Committee

The SEAS Faculty Finance Committee shall be responsible for reviewing SEAS Financial documents and reporting to the faculty annually on the financial status of SEAS and assist the Dean in employing financial information in the decision-making process.

IX.6 Faculty Judicial Committee

The SEAS Faculty Judicial Committee will consider and make preliminary recommendations to the Dean on conflict of interest allegations, allegations of Faculty misconduct, grievances, disputes, etc.

X. AD HOC COMMITTEES

X.1 Ad Hoc Administrative Committees

As described in Section V.3.G, the Dean is authorized to appoint an ad hoc Administrative Committee as the need arises, to carry out a specific task. Once the specific task is completed, the ad hoc Committee shall cease to exist.

X.2 Ad Hoc Faculty Committees

The Executive Committee, or by petition of 10 or more regular SEAS faculty, can create a Faculty ad hoc committee to deal with extraordinary and pressing matters that might arise. The composition of such committees will be determined according to need and the members will be elected by the SEAS faculty.

XI. SEAS REPRESENTATION IN THE GW FACULTY SENATE

SEAS is represented in the University Faculty Senate in accordance with the University Faculty Organization Plan. Eligibility, terms of service and election procedures are specified in the University Faculty Organization Plan.

The Dean shall call a regular or special SEAS faculty meeting prior to March 15 to conduct elections. Prior to a scheduled election, the Dean shall solicit nominations from all members of the SEAS faculty. The Dean may request candidates to provide optional brief statements of vision and experience. Additionally, nominations from all eligible Faculty will be accepted from the floor or by petition. Elected members must be members of the regular faculty with tenure when taking office.

PROCEDURES OF THE SCHOOL OF ENGINEERING AND APPLIED SCIENCE

I. INTRODUCTION

The Procedures of the School of Engineering & Applied Science (SEAS) are an accompanying document to the SEAS Bylaws. Whereas the Bylaws specify organization, rights and responsibilities, the Procedures specify the manner of execution for particular matters such as voting, tenure and promotion. Hereinafter, all references to distribution or notification shall be interpreted as occurring in written form, either electronically or on paper.

II. AMENDMENT OF THE PROCEDURES

Amendments to these Procedures may be proposed to the SEAS Faculty by the Dean, by the Faculty through petition to the Dean by at least 10 voting Faculty members, or by the SEAS Bylaws standing Committee. For adoption of a proposed amendment to the Procedures, see Section IV of these Procedures. Voting will take place at either a regular SEAS Faculty meeting or a Special SEAS Faculty meeting. Proposed amendments will be distributed to the Faculty with the agenda for the meeting at least two weeks in advance of the meeting. Adoption of a proposed amendment to the Procedures requires a simple majority of Faculty eligible to vote.

III. SUBORDINATION OF THE PROCEDURES

These SEAS Procedures are supplemental and subordinate to the letter and spirit of the University Charter, the University Bylaws, the Faculty Code and the SEAS Bylaws, in that order.

IV. PROCEDURES REGARDING VOTING

1. Quorum. The quorum required to hold a vote is the same as that for holding a SEAS meeting (Bylaws Section VII.A): 40% of the difference between the Faculty who are eligible to vote and those who are on sabbatical or approved leave of absence, constitute a quorum.
2. Eligibility. Only regular SEAS Faculty may vote on all matters that come before the Faculty. Non-tenure track faculty, however, may not vote on personnel matters. Specialized Faculty, who are recommended annually by vote of their Department Faculty Personnel Committees in anticipation of contributions to the academic programs of the School, may vote at SEAS faculty meetings, except in those matters reserved to regular members of the Faculty by the Faculty Code.
3. Two means are used by the SEAS faculty to decide matters by vote:

- a. Real-time. For certain matters (specified in Procedures IV.4), voting is required to be conducted in real-time. In these situations, voting can occur (1) in-person: by show of hands or by paper ballot, or (2) remotely: by electronic means (real-time) by eligible faculty participating remotely in the meeting. In both situations, votes will be received and tabulated by a person designated by the presiding faculty member. No proxy or absentee ballots are permitted.
 - b. Non-real-time. On issues that do not require a meeting, voting may be conducted electronically. The quorum, as determined by the number of votes, required is the same as for an in-person meeting.
4. Bringing matters for voting. The Dean, Associate and Assistant Deans, or established faculty committees may bring matters before the faculty for a vote. The following matters must be decided by real-time votes: personnel matters, changes to bylaws, election of members of the Faculty Senate, and major issues related to degree programs. Notice to the faculty must be distributed at least five days in advance of the vote. If, prior to the vote, five or more eligible faculty voters object to a non-real-time vote, the matter shall be treated as a real-time issue and deferred to a faculty meeting.
 5. Ballot secrecy. A secret ballot is required for all personnel actions. On all other matters, a secret ballot will be held if any faculty member eligible to vote makes such a request. The secrecy of remote real-time votes, and of non-real-time electronic votes, shall be ensured by the Dean's (or designee's) assignment of a suitable non-faculty member to receive those votes in confidence and report the results to the faculty.
 6. Unless otherwise specified, a majority (the smallest integer greater than half the denominator) vote is required to approve an issue.
 7. The denominator consists of votes (not including abstentions), whether real- or non-real-time (as specified in Paragraph 2), received from faculty eligible to vote, including those on sabbatical or other approved leave. Proxy ballots are not accepted. Blank and illegible ballots are not counted. The report of the voting results shall include the number of abstentions.

V. PROCEDURES FOR TENURE & PROMOTION

V.1 Guidelines for Promotion and Tenure Dossiers.

The Dean's office will distribute the "SEAS Guidelines for Promotion and Tenure Dossiers" prior to the beginning of each Academic year, which shall include an approximate timeline of events. A recommended timeline and contents of the Candidate Dossiers for tenure and/or promotion are included in sections I and II of the Addenda to these Procedures.

V.2 Procedures of the School-Wide Personnel Committee (SWPC)

Note: Membership of the SWPC committee and the SWPC Subcommittee shall be defined as stated in the SEAS bylaws.

- a. The Full Professor serving as Chair of the SWPC Subcommittee shall chair meetings of the SWPC. He or she shall recuse him or herself from chairing the SWPC meeting when the SWPC is considering a candidate from his or her own department. Following a recusal, a chair 'pro-tem' shall be elected to serve only in the specific case.
- b. For cases involving promotion to the rank of Professor, Associate Professor members of the SWPC are not eligible to participate in the discussion and are not eligible to vote.
- c. At the SWPC meetings, in the event that a vote of the SWPC does not concur with the recommendation of the Department, the SWPC Chair shall identify Compelling Reasons, as specified in the Faculty Code, for the nonconcurrency. The basis of such Compelling Reasons should reside within the strengths and weaknesses identified in the presentations of the SWPC subcommittee during the SWPC committee meeting and the discussions during the SWPC committee meeting that follow thereof. The write-up of Compelling Reasons by the Chair shall be shared with the SWPC.
- d. Any nonconcurrency by the SWPC shall be communicated by the SWPC Chair to the Provost and the Faculty Senate, with the Chair's explanation of the Compelling Reasons of the nonconcurrency.

V.3 Procedures of the SWPC Subcommittee

- a. After election of SWPC Subcommittee members, the members elect a chair by nominations and voting. The chair arranges for subsequent meetings and procedures, and provides relevant documents and templates to members.
- b. While all SWPC Subcommittee members review all cases, review panels composed of members of the SWPC Subcommittee may be formed to expedite the review process in the event of a large number of candidates. Each panel will elect a chair and each panel chair will ensure that the panel provides in-depth review of cases assigned to the panel.
- c. Panels should have at least three members with a composition such that no members will be from the home department of any candidate under review by the panel. Typically, the case for each candidate will be assigned for detailed review to one panel member, who subsequently will present that case to the full Subcommittee, and later to the full SWPC.
- d. Assignments of the panels shall normally be by consensus, and by vote only if required.
- e. A standard format for presentation of results using templates provided by the SWPC Subcommittee shall be used. The Dean's office shall maintain a repository of these templates on behalf of the SWPC Subcommittee.
- f. After presentation of each case by the relevant panel, the full SWPC Subcommittee further reviews and discusses the case, and will conduct a vote by secret ballot. The SWPC Subcommittee votes, in addition to the Department's votes on each case, will be included in the final presentations to the SWPC.
- g. Presentation slides for each case will reflect the deliberations of the full SWPC Subcommittee.

- h. The Dean will schedule the SWPC meeting(s) for presentation of the results of the SWPC Subcommittee and further consideration of each case, with a minimum two-week notice.
- i. The full dossier of each candidate will be made available to the SWPC ahead of that Committee's meeting through Dean's office.
- j. The results, using the presentation slides, will be presented to the SWPC for further consideration for each case. The SWPC votes by secret ballot.
- k. Information dissemination procedures:
 - The Dean's office will maintain a restricted-access electronic repository website devoted to promotion and tenure matters. This section of the website will allow access only to SWPC Subcommittee members and appropriate staff in the Dean's office.
 - This document and others related to tenure/promotion will be posted in the appropriate section. Other documents to be posted include procedures for each department and the Provost's requirements.

VI. CRITERIA FOR PROMOTION AND TENURE

In accordance with Section IV of the George Washington University Faculty Code, promotion and tenure of faculty shall be dependent upon professional excellence as evidenced by teaching effectiveness, productive scholarship, participation and leadership in professional societies, service to the University, and public service. The specific criteria for evaluating each faculty member's contribution in each of these areas depend on the goals, aspirations, and mission of the individual department within the School of Engineering and Applied Science. The School of Engineering and Applied Science has established the following general criteria to guide the development of specific department criteria.

VI.A Tenure-Track and Tenured Faculty

VI.1 General Criteria

- (i) Education - Faculty candidates for appointment, promotion and tenure shall have an earned doctoral degree from a recognized university.
- (ii) Scholarship - Scholarship is an essential component of the School's mission. Faculty members are expected to develop a research program in one or more disciplines where they make original and important contributions to their fields. The letters of reference from authorities in the candidate's field of expertise are important in this consideration.
- (iii) Teaching - Effective teaching is a key component of the School's mission to prepare the next generation of engineers, scientists and researchers. The arts and skills requisite for the transmission of

effective and independent knowledge and guidance are the mark of the teacher. This includes but is not limited to the following: competent and conscientious preparation, and delivery, of courses; revision of content dictated by new needs or knowledge; efforts made toward acquiring training or mentoring in teaching, and use of appropriate instructional techniques. The judgment of colleagues and students who have direct knowledge or experience of the individual faculty member is relevant in this connection.

- (iv) University and Professional Service - The faculty plays an important role in the administration of the University and in the formulation of its policies. Faculty members should take an active role, appropriate to their rank, in this process at the department, school and university levels. The faculty member also should have an active involvement in technical and professional societies related to his/her area of research. This involvement may include reviewing papers and grant proposals, organizing technical sessions in conferences, serving on conference program committees, organizing and chairing conferences, and serving in editorial roles of technical journals.

VI.2 Criteria by Rank

1. Assistant Professor

Appointments at this rank are made to individuals who exhibit, through their accomplishments, a promise of future distinction in scholarship and teaching. Since this is a tenure track position, the appointee, at the time of appointment, should demonstrate the potential of achieving the qualities needed for promotion to Associate Professor with tenure. Appointment at this level is not made with tenure.

2. Associate Professor

The rank of Associate Professor is normally attained by promotion from Assistant Professor, although a new appointment at the level of Associate Professor is also possible. An individual holding this rank should possess a record of excellence in scholarship as demonstrated by an emerging national and/or international reputation in scholarship, excellence in teaching and advising, and service to the University and to the profession. The candidate's scholarship is measured by a sustained level of creating scholarly products, publication activity in refereed professional journals and peer-reviewed venues (e.g., conferences) within his/her discipline, honors, grants and sponsored research, and an active role in his/her profession. The letters of reference from authorities in the candidate's field of

expertise are important in this consideration.

3. Professor

The rank of Professor is normally attained by promotion from Associate Professor, although a new appointment at the level of Professor is also possible. To hold this rank, an individual should be evaluated according to the following criteria: academic leadership, possession of an internationally recognized record of excellence in scholarship, sustained level of excellent performance in education, and service to the University and to the profession. The candidate should have a sustained record of important contributions to his/her discipline, thus establishing themselves as a leader in their field, as evidenced by peer-reviewed publications, peer-reviewed grants, invited conference presentations, honors, awards, patents and/or prizes. The applicant is normally expected to have a history of completed PhD students with a strong record of scholarship who are now employed in academia, government, industry or other appropriate organizations. The candidate is expected to also have positions of leadership within technical and professional organizations. The letters of reference from authorities in the candidate's field of expertise are important in this consideration.

VI.3 Tenure

A recommendation for the granting of tenure expresses the confidence of the School in the candidate's ability as a teacher and scholar and for her or his long-term contributions to the development of the School. This implies that the candidate has the potential to become a recognized leader with an active research program in his/her field, to teach with distinction and perform service as appropriate for the department, school, university and the profession.

VI.4 Additional Guidelines for Promotion Criteria related to Teaching

For a departmental recommendation for promotion with an emphasis on teaching and the educational mission, a broader assessment of excellence would include evaluating a variety of activities contributing to the educational mission of the institution including but not limited to: classroom teaching; online or virtual teaching; clinical and practical teaching; mentoring of students and fellow faculty in teaching; class management and administration; preparation of teaching & learning materials; contributions to pedagogy, methodology, and techniques beyond the classroom; teaching-related service to departments, schools, the university, and society.

Candidates for promotion based on teaching may be evaluated in categories such as:

- *Impact on students.* A strong commitment to students' learning, as assessed from

impartially facilitated student focus groups and evaluations. Impact on students described through student success and recognition of impact. In-depth mentoring impacting students' development.

- *Professional development.* Continual engagement in professional learning related to teaching, creative activities applied to teaching, the application of teaching techniques drawn from disciplinary best practices, reflection and response to feedback on teaching., efforts to acquire external or internal funding to support teaching activities,
- *Impact on peers, institution, field or community.* Support development of faculty and learners (teaching assistants, learning assistants), rigorous, educationally relevant, evidence-based research about student learning in higher education, service in support of the educational mission of the institution, pedagogical and curricular contributions that significantly enhance academic programs of the institution.

VII. ADDITIONAL COMMITTEES

The Dean or the Faculty may form additional ad hoc or administrative committees as needed to take up matters that are typically outside the purview of existing committees.

VIII. RECORD OF SEAS FACULTY MEETINGS

The Dean shall maintain a searchable and conveniently organized electronic repository reflecting the deliberations of the SEAS Faculty to include: the minutes of SEAS Faculty meetings, as well as documents and attachments relevant to matters brought up in the meetings or for non-real-time votes. This repository will be made internet-accessible to regular SEAS Faculty while respecting confidentiality in personnel matters.

ADDENDA TO SEAS PROCEDURES

The Addenda to the SEAS Procedures are intended to serve as guidelines. As such, adherence is not required but recommended. Amendments to the Addenda may be recommended by the SEAS Bylaws Committee or the Executive Committee, and approved by the Executive Committee after discussion at a SEAS Faculty meeting.

I. ADDENDA PERTAINING TO PROMOTION & TENURE

I.1 Recommended Timeline of Events

Previous Spring

- By the end of the Spring semester, Departments notify faculty members who are coming up, or who have indicated an intent to apply, for tenure/promotion, of the types of documents that are required in a dossier and provide copies of appropriate departmental and SEAS procedures and bylaws. Where applicable, the latter should include current Office of the Provost's instructions and deadlines for personnel actions, including recommendations for tenure, promotion, emeritus status and sabbatical leave.
- May-October: Departments seek external review letters. Note: depending on the conventions of their discipline, some departments can start early and obtain letters over the summer while others can defer to the Fall.

By the start of the Fall semester, the Dean's office will distribute to the faculty a schedule for the following actions in the Fall and Spring.

Fall

- Candidates submit official packages of materials to their departments. Note: Departments that seek outside letters over the summer may request some materials from candidates earlier.
- Departments elect their representatives to the SWPC (School-Wide Personnel Committee) Subcommittee. Dean spells out charge to the SWPC Subcommittee.
- SWPC Subcommittee elects chair by email.
- SWPC Subcommittee organizes panels for each case.
- All materials are due in the Dean's office in binders and electronic form.
- All materials are posted electronically and confidentially on the SWPC Subcommittee website.
- Panel reviews for all candidates initiated.
- SWPC Subcommittee chair schedules Spring meetings, synchronizing with Dean's office to align with the SEAS faculty meeting dates.

Spring

- Panels present cases at full SWPC Subcommittee meeting.
- If necessary, second full SWPC Subcommittee meeting held to allow panels to present remaining cases. SWPC Subcommittee presents its summary findings on

each candidate to the full SWPC and the Dean. The SWPC then votes individually on each candidate's application for promotion and/or tenure.

- Faculty tenure recommendations with accompanying materials are due to the Provost.
- Faculty promotion recommendations with accompanying materials are due to the Provost.

I.2 External Review Letters – Model Request Letter (Should consider guidance provided the Provost's office)

[Referee Name and Address]

[Date]

Dear [Referee Name]

The Department of [department name] at The George Washington University will shortly be considering [candidate and title of candidate] for [promotion, promotion and tenure, or tenure] to [title with or without tenure]. As part of the tenure and promotion process, we are required to obtain letters of recommendation attesting to the qualifications of [applicant]. I am writing to formally request that you provide to us a letter describing your candid evaluation of [candidate]'s scholarly work.

Attached is a copy of [candidate]'s curriculum vitae [and several of [his/her] significant publications for your review]. [Several of [his/her] significant publications are available at [web address] for your review].

We expect that the candidate demonstrate excellence in, and commitment to scholarship, teaching, and service. As a medium-sized private university, The George Washington University prizes research and teaching in equal measure. Hence, in addition to the research and scholarship contributions, please also take into consideration the teaching contributions of the applicant (as described in the attached curriculum vitae) while making your evaluation.

We request that your review consider the following, and that you address both strengths and weaknesses of the candidate:

- **Description of your relationship to the candidate:** how long, and in what roles, have you known the candidate?
- **Independence.** State any possible conflict-of-interest, if applicable.
- **Evaluation of the candidate's contributions in scholarship, education, and professional service**

- What is your evaluation of the originality, quality, focus, impact and importance of the candidate's research and scholarship endeavors? Which, if any, of [his/her] publications do you consider to valuable contributions to the field?
- If applicable, what are your impressions of the candidate's contributions to engineering education? Please take into consideration course, curriculum and program development, teaching, research in education, educational outreach and the inclusion of undergraduates in research.
- What are your impressions of the candidate's professional engagement (service) both within the university (from the curriculum vitae) and external to the university, in the field in general?
- What is your opinion of the candidate's professional reputation (nationally and/or internationally)? How does [his/her] work compare with others in the field, especially those at a comparable stage of their careers?
- **Evaluation of the candidate's promise:** how much promise does [candidate] show for further growth and significant contributions in [his/her] field?

[The above is a necessary set of questions that the letter writers must be asked. Other questions may be asked according to departmental requirements or wishes.]

We welcome any other comments that would assist in our departmental deliberations, as well as in further consideration of promotion [and tenure] at the School of Engineering and Applied Sciences and University levels.

Members of our faculty and internal review committee who see your letter as a part of the promotion [and tenure] process will hold the comments you make in strict confidence.

We will need your formal evaluation by letter and a copy of your curriculum vitae by [date]. We know that comprehensive letters of this kind require considerable investment of time and energy on your part, and wish to thank you in advance for your effort. Letters of reference are an exceptionally important component of the promotion [and tenure] package, and we greatly appreciate your input.

If you have any questions for me, please do not hesitate to email me at [xxx@gwu.edu] or call me at (202) 994-[].

Sincerely,

[]

[Professor and Chair]

[Professor and Chair, Personnel Subcommittee for Tenure and Promotion of [candidate]]

I.3 Presentation of Candidate Cases Via Slides

The subcommittee will provide a report summarizing its recommendation on each application for promotion and/or tenure. For brevity and convenience, it is recommended that the report consist of a presentation using a standardized format for all candidates. Where appropriate (degrees, publications, course listings etc.), use reverse chronological order.

Structure and contents of report/slides:

1. Background

- a. Degrees, with dates.
- b. Employment history, with dates.
- c. Any special circumstances for the candidate (such as family leave, shorter tenure clock, etc.)
- d. Candidate's start-up package.

2. Scholarship

- a. Publication summary (numbers). For each category, include the total number, total number since previous promotion, and total number at GW.
 - i. Journal papers.
 - ii. Conference papers.
 - iii. Other venues or patents, if applicable.

Note: in some fields (e.g., CS), conference venues are often more important, and should be pointed out within the summary.

- b. Research sponsorship summary. Include total funding so far, total funding since previous promotion, total amount awarded to GW, total as PI.
- c. Research sponsorship details. List of grants, specifying for each grant: the title, source, whether candidate is PI or co-PI, total amount awarded, total amount awarded to GW.
- d. Scholarship: student advising. Students advised for research. How many graduated, how many currently advised.
- e. Reference letter summary. List of references, clearly indicating independence and whether department-selected.
- f. Representative quotes from references.
- g. Scholarship summary slides with strengths, weaknesses, and additional comments.

3. Teaching

- a. Summary slide showing: (1) courses taught by category: new courses introduced, courses revamped, core courses; (2) teaching awards; (3) summary of student evaluations, compared with department.
- b. Table of courses taught with evaluation summary for each.
- c. Representative quotes from peer evaluations.
- d. Representative quotes from student letters, if applicable.
- e. Curriculum development.

- f. Summary slides with strengths, weaknesses, and additional comments.
- 4. **Service**
 - a. Summary slide.
 - b. Service to the profession.
 - c. Service to Department, SEAS, GW, community.
- 5. **Overall summary slide**
 - a. Strengths, weaknesses, additional comments.
 - b. Assessment of whether department procedures were followed.
 - c. Department vote.
 - d. Subcommittee vote.
 - e. Any other relevant information.

II. Recommended Contents of the Candidate Dossiers for tenure and/or promotion

II.1 Contents of Candidate Dossiers

Contents of the dossier include material provided by the candidate and that provided by the department. Information in each category is to be presented in reverse chronological order. All documents, except where noted, are to be provided in both electronic and printed form.

Dossier content provided by the candidate:

1. **Table of contents and certification.** The first page should list the contents of the dossier, along with a statement from the candidate that the dossier adheres to the contents and order given here.
2. **3-page CV summary** (template attached)
3. **Full CV** (template attached)
4. **List of references.** List of at least 5 references, including name, affiliation, title, contact details, whether a collaborator or not (as defined in V.7), short bio of the referee, and brief description (couple of sentences) of why the referee is qualified to comment on the candidate's professional accomplishments.
5. **Research and Scholarship statement.** Overview of research contributions, their impact, and future directions.
6. **Materials demonstrating proposal activity (optional).** Reviews of highly-rated proposals that did not result in funding may be included.
7. **Most significant publications.** Copies (up to 5) of the most significant publications listed in the CV.
8. **Electronic copies of all publications.**
 - a. Books
 - b. Book Chapters

- c. Journal Papers
- d. Peer-reviewed Conference Publications
- e. Other Publications

9. List of other scholarly products

10. Teaching overview. See V.5 below.

11. Faculty annual reports

12. Other pertinent information. Any other information that the candidate deems to be useful.

Dossier content provided by department:

1. **Department Faculty Recommendation** as detailed in V.6.
2. **Description and categorization of external references.** These pages should list each external reference, along with a short bio, clearly indicating whether they are *independent* or not, and whether *department-selected* or *candidate-selected*, as defined in V.7. If there is a conflict-of-interest, this should be explained.
3. **Letters of reference.** The actual letters (scanned, if necessary). See V.7 for details.
4. **Peer evaluations of teaching.** Both from within the department and from the Dean’s Teaching Advisory Committee (DTAC). See V.5.

II.2 Teaching Section of Dossier

Following is a condensed version of the requirements from the Provost’s office. For additional details and explanation, see the document from the Provost’s Office entitled *Teaching Portfolio Guidelines for Tenure & Promotion: What Should a Dossier Contain?*

Candidates and departments will provide the following in sequence for the teaching section of their dossier:

A. Teaching Statement (candidate). In three pages or less, with specific examples from your courses, describe your approach to teaching, what you have learned from your teaching, how you have sought to improve your teaching, and how you will continue to develop your program of teaching.

B. Courses taught during period of evaluation (candidate)

1. **Course list.** Starting with the table below (and potentially expanding it), list each course you have taught, the enrollment, and whether graduate or undergraduate. If a course is a new prep or if you made any major changes to the course, please indicate that in the last column, with optional details provided separately in item B.2 below.

	Course#	Title	# enrolled	grad/UG/ other	New prep/redesign

1					
2					
3					

Illustrative examples. For at least one but no more than three courses from the list above and using no more than one page per course, list the learning objectives/ outcomes and the topics, the teaching approach, some of the learning activities, and some example assessments of learning outcomes you used. Syllabi for these courses may be included or referred to using a web address.

C. Teaching effectiveness (candidate and if appropriate department). Summary of student evaluations, peer reviews, representative quotes, teaching awards.

D. Development and continual improvement (candidate). This section lets a candidate describe efforts taken towards learning and applying new techniques in teaching. Examples include attendance at teaching workshops, actions taken in response to peer-reviews or departmental review of teaching.

E. Impact on Department, GW, and the discipline (candidate). This section includes contributions to the curriculum, program development, authoring of textbooks or other materials, mentoring of teaching and contributions to assessment.

II.3 Department Faculty Recommendation

The ad hoc Department Faculty Personnel Committee (DFPC) of the candidate’s Department shall prepare a letter either demonstrating at all stages of the process that the candidate has met the published written criteria for excellence, or explaining why the candidate has failed to meet the written criteria for excellence as is required for tenure and/or promotion. The DFPC for assistant professors, or associate professors shall consist of the tenured members of the faculty of higher rank. The DFPC for professors shall consist of tenured members of the Department of the rank of Professor. The Department Faculty Recommendation letter must provide available evidence that the candidate has achieved excellence in their disciplines through their contributions to scholarship, teaching and service, and the potential to continue to do so. In the event that the candidate fails to meet these standards, the letter should explain why. The following specific points should also be addressed in the letter:

1. Any special circumstances for the candidate (such as family leave, short tenure clock, etc.)
2. If the candidate served in other institutions after the doctoral degree, what contributions were made while at GW.
3. The candidate’s research and scholarship contributions, including a short description of the research impact (i.e. not just the number of papers and grants, but a qualitative report of the research) and any research awards.

4. The letters of reference obtained, including specific and representative quotes from the references. If any references are given greater or lesser weight than others, this should be explained.
5. The candidate's teaching contributions in both quantitative and qualitative terms. Include the number of courses taught, whether undergraduate or graduate, any key roles played in leading departmental academic activities such as program and curriculum development, any teaching awards.
6. The teaching evaluations obtained: including course evaluations, peer evaluations, and any other evaluations obtained, along with specific and representative quotes.
7. The candidate's service contributions, including to the department, school, university and the external community.
8. The outcome of the DFPC vote with brief justification, including a reference to the list of strengths and weaknesses cited by the DFPC.
9. Any other material deemed necessary for consideration of the candidate's case for tenure and/or promotion, such as whether the candidate has responded to feedback given in the past.

II.4 External Review Letters:

An *independent* reference is one for whom a reasonable person with knowledge of the relevant facts is unlikely to question impartiality in conducting an evaluation. Conflict-of-Interest rules and descriptions from agencies like NSF and NIH provide examples. A letter writer is considered *department-selected* if the department picked a name without consulting the candidate, and *candidate-selected* if the candidate submits the name. If an independent letter writer is on both lists, the letter writer is considered to be *department-selected*

Choice of references

1. At least five independent letters are required. Additional letters may be submitted.
2. At least three letter writers should be Department-selected.
3. Letter writers from the candidate's thesis committee are discouraged. At most, one such letter may be submitted, if well justified by the Department in the Chair's letter.
4. References should be from prominent individuals with the experience and expertise to evaluate quality in the candidate's field of work. They may be:
 - a. Faculty at or above the rank being sought

- b. Individuals in government or industry at a senior rank, with a record of scholarly achievements (as evidenced by archival publications, professional society honors and awards)
- c. Retired experts (including Emeritus Faculty).