

BYLAWS OF THE FACULTY¹
COLUMBIAN COLLEGE OF ARTS AND SCIENCES
THE GEORGE WASHINGTON UNIVERSITY

I. NAME OF THE ORGANIZATION

The Faculty of the Columbian College of Arts and Sciences, hereinafter referred to as the College.

II. PURPOSE OF BYLAWS

These Bylaws set forth the structures and procedures by which the Faculty of the College define their authority to formulate and fulfill their educational policies and programs. They shall not contravene regulations established by the Trustees, the University, or the *Faculty Code*.

III. MEMBERSHIP IN THE FACULTY

Voting membership in the College shall extend to all persons who are voting members of a College department or program and who are regular faculty with the title of University Professor, Professor, Associate Professor, Assistant Professor, or Instructor, hereafter referred to as *the Faculty*.

Voting membership thereby excludes all specialized faculty, unless as otherwise specified in these Bylaws.

Departments or programs may extend secondary or courtesy appointments, as defined by the Faculty Code, to appropriate regular faculty in another department, program, or school for a limited specified renewable term. The department or program will comply with rules and procedures for secondary and courtesy appointments established by the Provost and Executive Vice President for Academic Affairs.

Ex officio membership (non-voting) shall be accorded to the President of the University, the Provost and Executive Vice President for Academic Affairs, and emeritus Faculty.

IV. AUTHORITY OF THE FACULTY

The Faculty, working closely with the Dean, shall determine and direct all matters relating to

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educational policies and programs leading to degrees in the College.

Faculty shall:

- (A) elect members of all standing committees (including the Dean's Council);
- (B) decide the eligibility of candidates to receive degrees before every convocation;
- (C) elect representatives to the Faculty Senate in accordance with the *Faculty Organization Plan* (See Article VIII);
- (D) elect special committees, as may be deemed appropriate; and
- (E) participate in the search for a Dean as circumstances may warrant and as provided by the *University Faculty Code*. (See Procedures in Article XIV.)

Faculty duties are not exhausted by the aforementioned.

V. MEETINGS OF THE FACULTY

- (A) Stated meetings of the Faculty shall be held at least twice each semester. The Dean shall determine the dates and times of stated meetings and shall so notify the Faculty at the beginning of each Academic Year. Stated meetings may be cancelled by the Dean, in consultation with the Secretary to the Faculty, if there are no substantive agenda items.
- (B) Special meetings of the Faculty may be called by the President of the University, the Provost and Executive Vice President for Academic Affairs, or the Dean of the College. In addition, if at least fifty members of the Faculty present a written petition to the Dean specifying a proposed agenda, the Dean shall convene a special meeting of the Faculty.
- (C) Notice of Faculty meetings, stated or special, with agenda and the texts of all resolutions to be voted upon, shall be distributed to all members of the Faculty at least seven days before each meeting. (The seven days include weekends.)
- (D) Attendance at Meetings: Attendance shall be open to all persons whose membership in the Faculty is defined by Article III. Persons other than members of the Faculty may attend specific meetings at the invitation of the President of the University, the Provost and Executive Vice President for Academic Affairs, the Dean, or the Dean's designated representative. The Faculty as defined by Article III may, however, vote

itself into executive session at any time by majority vote.

- (E) Fifty members of the Faculty constitute a quorum.
- (F) The Dean or the Dean's designated representative shall chair Faculty meetings.
- (G) Order of Business: At any stated meeting, the Faculty may by two-thirds majority vote take action on any resolution not previously included on the agenda. Otherwise, *Roberts Rules of Order, Newly Revised*, shall be used as the authority for the conduct of meetings of the Faculty.
- (H) A Parliamentarian shall be nominated annually by the Dean and elected by the Faculty. During meetings, the chair or any member of the Faculty may turn to the Parliamentarian for advice on a ruling or on proper methods of procedure.

A Secretary to the Faculty shall be nominated annually by the Dean and elected by the Faculty. The Secretary's principal responsibilities shall be to publish these Bylaws, to assist the Dean in the preparation of meeting agendas and schedules, and to assure that they comply with these Bylaws, and to keep written minutes of meetings, including the full text of matters voted upon. The Dean's Council shall also be responsible for maintaining the list of faculty by division. Minutes and texts shall be distributed to the Faculty through the office of the Dean as soon as possible after meetings.

VI. ACADEMIC DIVISIONS

To assure equitable representation in the composition of committees, the Faculty shall consist of the following academic divisions: (1) Arts and Humanities, (2) Social and Behavioral Sciences, and (3) Natural and Mathematical Sciences. The Secretary of the Faculty shall review, on an annual basis, the allocations of departments or programs by division and recommend changes in that allocation as needed to the Dean's Council. The Dean's Council may recommend to the Faculty changes in the allocation of departments or programs by division. The Faculty may, by majority vote, alter the designation of departments and programs within these divisions.

Notwithstanding this representation by divisions, departments, and programs, faculty members elected to College committees are charged with acting in the best interests of the College and not merely in the interests of their constituencies. In case of serious conflicts of interest, faculty should consider, or may be asked to consider, recusal from certain decisions. If the propriety of non-recusal is disputed, the Chair shall decide. Should the Chair be the individual whose conflict of interest is in dispute, the non-recusal will be decided by a majority secret ballot of voting committee members.

VII. STANDING COMMITTEES

Although actions taken at meetings of the Faculty are determinative, the Faculty delegate much of their authority to Standing Committees, whose composition, mode of election, and authority are specified below. Terms of membership shall end on August 14 and begin on August 15. No member shall serve more than two consecutive terms. The Dean or the Dean's representative shall be an *ex officio* (non-voting) member of all committees. The Dean or the Dean's representative shall convene the first meeting each year of each committee, at which a chair for the year shall be elected for those that require a Chair other than the Dean or Dean's representative.

Within their charters, Standing Committees may make recommendations to the Dean or to the Faculty. When they take actions on behalf of the Faculty, they must report these actions to the Faculty at regular intervals, normally at the next stated meeting, and must submit an annual report at the last stated meeting of the academic year. In cases of jurisdictional uncertainty, the Dean's Council shall assign responsibility.

VIII. COLLEGE ELECTIONS

Dean's Council

- (1) For the Dean's Council, eligible faculty shall be nominated by division. Nominations, including self-nominations, shall be from the floor at the first stated meeting of the spring semester. There shall be at least two nominations for each vacancy. Nominators must secure the consent of nominees before making the nominations. Nominators shall provide background information on candidates by the time that voting by email or other electronic means is conducted.
- (2) For the Dean's Council only, faculty within each academic division shall vote for candidates in their own division. A majority of votes cast shall be necessary for election. If a first ballot fails to elect all members, a second ballot will be held. The number of candidates on the second ballot shall equal the remaining positions to be filled plus one. The candidates on the second ballot will be those with the most first ballot votes who were not elected. The Dean's Council shall monitor elections, and election results shall be announced no later than at the first stated meeting of the spring semester.

Other Committees

- (1) Department and program chairs will submit to the Dean's Council, by September 15, lists of all faculty who are eligible to serve on the Committee on Undergraduate Studies, the Committee on Graduate Studies, and the Research Advisory Committee. These lists do not constitute nominations. They are intended for the information of the Dean's Council's nominators.

At the first stated meeting of the spring semester, the Dean's Council will nominate two candidates for every position to be elected for the Committee on Undergraduate Studies, the Committee on Graduate Studies, the Research Advisory Committee, the Tenure and Promotion Committee, and the Dean's Council of the College of Professional Studies. When these nominations are made, additional nominations may be made from the floor, which must include assurance of the nominee's willingness to serve. Self-nominations are also possible.

By the time that voting is conducted, background information must be provided by every nominator, including the nominators from the Dean's Council. The candidate(s) receiving the most votes shall be elected. Election results shall be announced no later than at the final stated meeting of the spring semester.

- (2) Should a vacancy occur during the year, the chair of the committee shall seek nominations from the eligible departments and programs in the division in which the vacancy has occurred and the committee shall elect an interim member to serve out the year, at which point the vacancy will be up for election to complete the term.

Faculty Senate Representatives

(A) Term and Eligibility

Columbian College is entitled to elect eleven representatives to membership on the Faculty Senate. Sections III—2 of the *Faculty Organization Plan* stipulates that persons elected to the Senate:

- (1) shall serve a two-year term, beginning on May 1 of the year in which they are elected, and
- (2) must hold the rank of associate professor or higher and have tenure as of the academic year next succeeding the date of their election.

(B) Procedures for Nomination and Election

- (1) At the last stated meeting of the fall semester (usually held in December), the Dean's Council shall present at least two nominees for each Senate vacancy. In addition, the floor shall then be open for additional nominations. If necessary to provide the requisite number of nominees, the Dean's Council may solicit further nominations after the meeting above by email and inform the faculty of the resulting slate of nominees.

(2) The names and biographies of the persons so nominated shall be circulated to the Faculty with the call for the first stated meeting of the new calendar year, which shall be held no later than the end of February.

(3) At the meeting specified in (2), election shall be by secret ballot. To be elected, nominees must receive a majority of the votes cast. If a first ballot fails to elect all members, a second ballot will be held. The number of candidates on the second ballot will equal the remaining positions to be filled plus one. The candidates on the second ballot shall be those with the most first ballots who were not elected. If any subsequent ballot be required, the faculty shall adopt appropriate rules to frame the ballot so as to attempt to produce a decisive result.

(4) The results of the election shall be announced in a timely and appropriate manner and transmitted by the Dean to the Executive Committee of the Faculty Senate.

(5) Should a vacancy occur in the College's representation on the Faculty Senate, the Faculty may elect a representative to serve the remainder of the term of the office vacated. In that event, the Dean's Council shall present two nominations for any such vacancy (along with appropriate biographies) along with the agenda to the next stated meeting of the faculty. Additional nominations shall be permitted from the floor at that meeting. The election shall then take place as specified in (3).

IX. DEAN'S COUNCIL

The Dean's Council shall serve as a strategic planning body to advise the Dean and Faculty on all matters pertaining to the teaching and research missions of the College. The Council shall be constituted as follows:

- Fifteen faculty members, of Associate Professor or higher in rank, shall be elected, five from each division. No two faculty shall be drawn from the same department or program.
- Members are elected for three-year terms of office, staggered, and may be re-elected for one additional term.
- Vice, Associate, and Assistant Deans shall be members *ex officio*.
- Other *ex officio* members may be appointed by the Dean without regard to rank, tenure, or contractual status.
- Chair shall be selected from the voting members of the Dean's Council at the first meeting of the academic year.
- Replacement of members: if a Council member is unavailable for more than one semester, the member's term shall be forfeited and he/she shall be replaced according to the selection process specified in Article VIII.

NOTE: because of the nature of election to the Dean's Council, sitting Department Chairs and Program Directors may be elected to serve on the Dean's Council. It must be recognized, however, that conflicts of interest may arise when an issue affecting Chairs/Directors comes to the Council. It is expected that individuals in such situations shall recuse themselves from discussion. If the propriety of non-recusal is disputed, the Chair shall rule. Should the Chair be the individual whose conflict of interest is in dispute, the non-recusal will be decided by a majority secret ballot of voting committee members.

The Council shall also act on behalf of the Faculty on matters requiring immediate attention when it is not feasible to call a special meeting of the Faculty; such action shall be reported to the Faculty at their next stated or special meeting. The Dean's Council shall have responsibility, in consultation with the Dean, for setting the agenda for faculty meetings.

The Dean's Council shall advise and may make recommendations to the Dean and/or to the Faculty with respect to:

- (A) priorities for the allocation of resources;
- (B) proposals to create, reorganize, or eliminate departments or programs;
- (C) the allocation or re-allocation of regular faculty positions (e.g., for the review of the Dean's yearly position plan);
- (D) proposals made to or by the Dean to transfer Faculty from one department or other academic unit to another;
- (E) proposals to convert positions from non-tenure-accruing to tenure-accruing status, and vice versa;
- (F) proposals (taken in collaboration with academic units of the College) to foster innovations intended to enhance teaching and research;
- (G) student admissions and financial aid policies; and
- (H) periodic academic reviews of departments and programs

(Appointed by the Dean, each College APR Committee shall be chaired by a member of the Dean's Council and consist of other member(s) drawn from the faculty at large. In order to prepare a report, College APR Committees review departmental and program Self-Studies; meet with pertinent faculty and students; and (when possible) consult with External Review Committees. College APR Committee reports and the reports from External Review Committees are then reviewed and

discussed by the Dean's Council.)

Provision for Faculty Review of Actions by the Dean's Council:

At least once each semester the Council shall report a summary of its actions at a stated or special meeting of the faculty. At such meetings, any voting member of the Faculty may appeal any policy reported by the Council.

The Faculty shall immediately consider the appeal and shall decide by majority vote whether to accept it. If the Faculty agree to a motion to review any policy, but postpone hearing the challenge until a later date, they shall also decide whether the challenged policy is to be suspended or left in force until the challenge is affirmed, amended, or rejected by majority vote.

X. COMMITTEE ON UNDERGRADUATE STUDIES

(A) The Committee on Undergraduate Studies, in consultation with the Associate Dean for Undergraduate Studies, shall serve as the principal body to act on, advise, and provide oversight for undergraduate curricular affairs in the College. The Committee shall be composed as follows:

- Nine members, of Instructor or higher in rank, whose principal teaching responsibility is in the College undergraduate curriculum, shall be elected, three from each division. No two faculty shall be drawn from the same department or program.
- Members are elected for three-year terms of office, staggered, and may be re-elected for one additional term.
- Associate Dean for Undergraduate Studies, and Executive Director of the Writing Program shall be members *ex officio*; Associate Deans for Graduate Studies and Research or other designees may attend for coordination.
- Chair shall be selected from the voting members of the committee at the first meeting of the academic year (called by the Associate Dean for Undergraduate Studies).
- Replacement of members: if a Committee member is unavailable for any significant part of the year, the member's term shall be forfeited and he/she shall be replaced for the remainder of the term according to the selection process.

(B) The Committee on Undergraduate Studies is charged with:

- Considering and acting on all matters of undergraduate study, including new program and course proposals, major changes in existing programs and courses, and other matters significantly affecting the curriculum.
- Assessing, reviewing, and developing new proposals for General Curriculum Requirements.

- Reviewing and approving all proposals for new majors, discontinuation of existing majors, and substantial revision of existing majors.
- Undertaking reviews/studies, at the request of the Dean, on matters concerning the undergraduate curriculum: (e.g., advising, Departmental Honors to their graduates, etc.).
- Reviewing and recommending changes in the regulations and policies governing undergraduate student academic matters.
- Acting on behalf of the Faculty on any student appeal from a Dean's decision regarding transfer credit and other forms of advanced standing, or student petitions for variances from stated regulations and policies.
- Serving as the appellate body on any student grievance as stated in the Guide to Student Rights and Responsibilities that does not fall within the purview of the Dean of Students under the Guide
- Advising the Associate Dean on selection and recognition of outstanding undergraduate scholars.
- Advising the Associate Dean on Dean's seminars.
- Other duties as assigned.

(C) All activities of the Committee on Undergraduate Studies shall be coordinated with other advising bodies whenever multiple decisions are to be made.

(D) Provision for Faculty Review of Actions by the Committee on Undergraduate Studies:

At least once each semester the Committee shall report a summary of its actions at a stated or special meeting of the faculty. At such meetings, any voting member of the Faculty may appeal any policy reported by the Committee.

The Faculty shall immediately consider the appeal and shall decide by majority vote whether to accept it. If the Faculty agree to a motion to review any policy, but postpone hearing the challenge until a later date, they shall also decide whether the challenged policy is to be suspended or left in force until the challenge is affirmed, amended, or rejected by majority vote.

XI. COMMITTEE ON GRADUATE STUDIES

(A) The Committee on Graduate Studies, in consultation with the Associate Dean for Graduate Studies, shall serve as the principal body to act on, advise, and provide oversight for graduate curricular affairs in the College. The Committee shall be composed as follows:

- Nine members, of Assistant Professor or higher in rank, shall be elected, three from each division. No two faculty shall be drawn from the same department or program. Nominees should demonstrate an active research record and regularly teach and/or advise graduate

students. Each nominee should provide a brief biographical statement for circulation during the selection process.

- Members are elected for three-year terms of office, staggered, and may be re-elected for one additional term.
- Chair shall be selected from the voting members of the committee at the first meeting of the academic year (called by the Associate Dean for Graduate Studies).
- Associate Deans for Undergraduate Studies and Research or other designees may attend as *ex officio* members for coordination.
- Replacement of members: if a Committee member is unavailable for any significant part of the year, the member's term shall be forfeited and he/she shall be replaced for the remainder of the term according to the selection process.

(B) The Committee on Graduate Studies is charged with:

- Considering and acting on all matters of graduate study, including new program and course proposals, major changes in existing programs and courses, and other matters significantly affecting the curriculum.
- Setting and overseeing policies with respect to admissions and selection of fellowships and awards, standards of acceptable quality of work, and deadlines for progress.
- Undertaking reviews/studies on matters concerning graduate degree programs and policies.
- Reviewing and recommending changes in the regulations and policies governing graduate student academic matters.
- Acting on behalf of the Faculty on any student appeal from a Dean's decision regarding transfer credit and other forms of advanced standing, or student petitions for variances from stated regulations and policies.
- Serving as the appellate body on any student grievance as stated in the Guide to Student Rights and Responsibilities that does not fall within the purview of the Dean of Students under the Guide.
- Other duties as assigned.

(C) All activities of the Committee on Graduate Studies shall be coordinated with other advising bodies whenever multiple decisions are to be made.

(D) Provision for Faculty Review of Actions by the Committee on Graduate Studies:

At least once each semester the Committee shall report a summary of its actions at a stated or special meeting of the faculty. At such meetings, any voting member of the Faculty may appeal any policy reported by the Committee.

The Faculty shall immediately consider the appeal and shall decide by majority vote

whether to accept it. If the Faculty agree to a motion to review any policy, but postpone hearing the challenge until a later date, they shall also decide whether the challenged policy is to be suspended or left in force until the challenge is affirmed, amended, or rejected by majority vote.

XII. RESEARCH ADVISORY COUNCIL

(A) The Research Advisory Council shall serve as the principal advising and oversight body for the research enterprise in the College. The Council shall be composed as follows:

- There shall be nine members, of Assistant Professor or higher in rank. Three shall be elected from each division (with no two faculty drawn from the same department or program). Nominees should demonstrate an active research record and provide a brief biographical statement for circulation during the selection process.
- Members shall be appointed for three-year terms of office, staggered, and may be re-elected and re-appointed for one additional term.
- Chair shall be selected from the voting members of the committee at the first meeting of the academic year (called by the Associate Dean for Research).
- Associate Deans for Undergraduate and Graduate Studies may attend as *ex officio* members for coordination.
- Replacement of members: if a Council member is unavailable for any significant part of the year, the member's term shall be forfeited and he/she shall be replaced for the remainder of the term according to the selection process.

(B) The Research Advisory Council is charged with:

- Promoting the research endeavor in the College.
- Advising the Dean on startups and related research matters for hiring.
- Facilitating identification of funding sources.
- Reviewing and establishing research policy in the College.
- Selecting recipients of relevant research awards.
- Other duties as assigned.

(C) All activities of the Research Advisory Council shall be coordinated with other advising bodies whenever multiple decisions are to be made.

(D) Provision for Faculty Review of Actions by the Research Advisory Council:

At least once each semester the Council shall report a summary of its actions at a stated or special meeting of the faculty. At such meetings, any voting member of the Faculty may appeal any policy reported by the Council.

The Faculty shall immediately consider the appeal and shall decide by majority vote whether to accept it. If the Faculty agree to a motion to review any policy, but postpone hearing the challenge until a later date, they shall also decide whether the challenged policy is to be suspended or left in force until the challenge is affirmed, amended, or rejected by majority vote.

XIII. PROMOTION AND TENURE COMMITTEE

The Promotion and Tenure Committee, serving as the school-wide personnel committee, shall advise the Dean on matters of appointment, promotion, and tenure. The Committee shall be composed as follows:

- There shall be nine members, limited to tenured faculty holding the rank of Professor. Limitation of membership to this rank ensures that the Committee consists of individuals at or above the rank of all candidates. Three members shall be elected from each division, with no two faculty drawn from the same department. Nominees should provide a brief biographical statement for circulation during the selection process.
- Members shall be elected for three-year terms of office, staggered, and may be re-elected for one additional term.
- Chair shall be selected from among the committee members at the first meeting of the academic year (called by the Dean).
- Replacement of members: if a Committee member is unavailable for any significant part of the year, the member's term shall be forfeited and he/she shall be replaced for the remainder of the term according to the selection process.

The Promotion and Tenure Committee shall:

- (A) Review all departmental recommendations and issue its own independent concurrence or non-concurrence with that recommendation based on whether the candidate has met the criteria of the College, and advise the Dean as to whether it has identified any compelling reasons for non-concurrence with the departmental recommendation as defined in Section E of the Faculty Code. In the case where two or more departments are voting on a recommendation and the votes diverge, the Promotion and Tenure Committee shall recommend to the Dean which of the recommendations should be accepted, as provided in Addendum A;

NOTE: when advising the Dean on decisions of promotion and tenure, the Committee shall apply criteria set out in *Addendum A* and adhere to additional rules as set out in *Addendum B, Procedures*.

- (B) Advise the Dean, at the Dean's discretion, as to whether departmental

recommendations for new appointments satisfy the rank-specified criteria of the College and those of the *Faculty Code*;

- (C) Review all nominations for Vice, Associate, and Assistant Deanships in the College and recommend candidates for the Dean's final choice;
- (D) Serve as a hearing body for any regular faculty requesting a review of his/her department's decision not to recommend reappointment, promotion, or tenure for reasons other than alleged noncompliance with university policy on nondiscrimination. The Committee shall inform the Dean of its disposition of such complaints; and
- (E) Develop, subject to Faculty approval, the criteria for promotion and tenure in the College, and the procedures under which the Committee shall perform its functions. These criteria and procedures are published as Addenda to these Bylaws.

Provision for Faculty Review of Actions by the Promotion and Tenure Committee:

At least once each academic year the Committee shall report a summary of its actions at a stated or special meeting of the faculty. At such meetings, any voting member of the Faculty may appeal any policy reported by the Promotion and Tenure Committee.

The Faculty shall immediately consider the appeal and shall decide by majority vote whether to accept it. If the Faculty agree to a motion to review any policy, but postpone hearing the challenge until a later date, they shall also decide whether the challenged policy is to be suspended or left in force until the challenge is affirmed, amended, or rejected by majority vote.

XIV. SEARCH COMMITTEE FOR THE DEAN

Whenever the Provost and Executive Vice President for Academic Affairs shall request the Faculty to establish a Search Committee for the Dean, the incumbent Dean shall be responsible for implementing the following procedures:

- (A) Size and composition of the Search Committee: The Search Committee shall be composed of a diverse group of faculty. From among the tenured Faculty of the College holding a rank of Associate Professor or higher, there shall be elected a total of nine, three from each division, with no two faculty drawn from the same department or program. The Search Committee shall include non-voting members such as the Provost and Executive Vice President for Academic Affairs or a designated representative thereof, a College alumni member, an Advisory Council member, at least one undergraduate student, and at least one graduate student. The

Search Committee will invite the Board of Trustees chair to appoint one or two trustees to serve as members of the Search Committee. The elected faculty members and appointed trustees shall be voting members.

(B) Procedures for the election of the Search Committee:

- (1) Nominations: Each Faculty member of the College shall be invited to nominate by email one Faculty member from his/her division.
- (2) Voting:
 - (a) An email ballot shall be formed in each division from the top six nominees (or more if tied), from separate departments or programs (i.e., top six except that, if two or more of the top six should be from the same department or program, the name(s) with fewer nominations within that department or program shall be replaced by the highest ranked member from a different department or program), who do not refuse assent to having their names placed in nomination.
 - (b) Each Faculty member may vote for three candidates from his/her division.
 - (c) Only a plurality is needed to win; runoff elections will be held in case of a tie.
- (3) Further Procedural Stipulations for the Election of the Search Committee:
 - (a) The Provost and Executive Vice President's call for the election of a Search Committee shall occur upon the permanent incapacity or resignation of the incumbent Dean, or no later than 18 months before the retirement of the incumbent Dean.
 - (b) An Election Committee formed of members of the Dean's Council shall be charged with the general responsibility for supervising the election of the Search Committee.
 - (c) An interval of at least one week shall be allowed the Faculty for receiving, preparing, and returning the nominations and the ballots.
 - (d) The Dean shall arbitrate any disputes arising from these procedures
- (4) Responsibilities of the Search Committee:
 - (a) When the Search Committee has been elected, the Provost and Executive Vice President for Academic Affairs shall convene its first meeting, at which the Committee shall elect its Chair, who must hold a tenured appointment with the rank of professor.

- (b) The Search Committee shall establish criteria to be used in the search for the Dean, and shall present its report of such criteria to the Faculty at a special meeting called to receive, consider, and act on the report. In addition, the Committee shall place advertisements, set appropriate deadlines, and otherwise solicit applications for the position.
- (c) The Search Committee shall consult with the Promotion and Tenure Committee to determine whether nominees are qualified for faculty membership by training and experience, as required by the Faculty Code.
- (d) The Search Committee shall forward the names of its nominees who have majority approval of the Committee to the appropriate academic officer only. In the event that all nominees are rejected by the Administration, this fact shall be reported to the Faculty.

XV. PERIODIC REVIEW OF THE DEAN

The Dean's Council shall ensure that faculty participate actively in a comprehensive review of the dean as needed, or at least every three years. The Provost and Executive Vice President of Academic Affairs, in accordance with the Faculty Code, shall initiate a comprehensive review of the dean that systematically solicits input from the school's faculty and other constituents, including but not limited to senior staff of the school, alumni, and students. The Dean's Council shall ensure that a summary of the general conclusions of the review is provided to the faculty.

XVI. PERIODIC REVIEW OF OTHER APPOINTED FACULTY OFFICERS OF ADMINISTRATION

- (A) Once every three years or prior to the individual's reappointment, whichever is shorter, the Dean's Council shall design a program to provide feedback concerning each vice, associate, and assistant dean who holds a faculty appointment.
- (B) The Dean's Council shall ensure that all faculty members have ample opportunity to express their views.
- (C) The Dean's Council shall ensure that any committee that advises that administrative officer in his or her domain will be consulted.
- (D) The results shall be communicated in detail to that Officer, the Dean, and a summary of the results shall be provided to the faculty.

XVII. SPECIAL COMMITTEES OF THE FACULTY

The Faculty may at any time establish Special Committees to assist in the attainment of its objectives. The Faculty shall determine the mode of selecting members of such committees, specify the charge to the committee, and determine whether such committees shall report their recommendations to the Faculty and/or to the Dean.

XVIII. COUNCIL OF CHAIRS

The chairs of departments and directors of free-standing programs in the College shall act as a Council of Chairs which shall advise the Dean on administrative and operational matters.

XIX. AMENDMENTS TO BYLAWS

These Bylaws may be amended by a two-thirds vote of the Faculty present and voting at a stated meeting. Proposed amendments shall be circulated with the call for the meeting.

XX. PUBLICATION OF BYLAWS

The Secretary of the Faculty shall furnish a copy of these Bylaws to every new member of the Faculty and to the Faculty Senate Office. The Secretary shall also furnish any amendments to the Bylaws promptly to each member of the Faculty and to the Faculty Senate Office.

XXI. ADDENDA

Though published as separate documents, the following Addenda shall have the same force and effect as these Bylaws and be subject to the same requirements for publication, distribution, and amendment as stated herein:

- (A) “Criteria for Tenure and Promotion in the Columbian College of Arts and Sciences,”
- (B) “Procedures for Tenure and Promotion Decisions of the Tenure and Promotion Committee of the Columbian College of Arts and Sciences”

ADDENDUM A

CRITERIA FOR TENURE AND PROMOTION IN THE COLUMBIAN COLLEGE OF ARTS AND SCIENCES²

Preamble

As the Faculty Code specifies (Section IV.B.1.), “Promotion to the ranks of associate professor and professor is granted by the university to faculty members who have achieved excellence in their disciplines through their contributions to research, scholarship, or creative work in the arts (hereinafter scholarship), teaching, and engagement in service, and who demonstrate the potential to continue to do so, so that the university may advance its mission of scholarship, higher education, and service to the community.” These criteria apply to all regular faculty of Columbian College of Arts and Sciences, as defined in the Bylaws of the College. Making judgments of academic excellence is a complex matter and cannot be reduced to a quantitative formula. The considerations applicable in individual cases cannot always be adequately described in general terms. But the criteria to be applied in all cases must represent excellence in the quality of the candidate’s performance, especially as a teacher and scholar. Scholarly productivity must reflect a serious and sustained commitment to the life of scholarship.

Faculty members are entitled to be informed periodically whether they are making satisfactory progress toward promotion, contract renewal or tenure. Academic departments and programs shall evaluate the progress of candidates, including evaluations of annual reports and mid-tenure track reviews. Departmental criteria and practices may supplement and specify, but may not violate, the College’s criteria and procedures as established in these bylaws.

Appointments, renewals, terminations, promotions, tenure, compensation, and all other terms and conditions of employment shall be made solely on the basis of merit and consistent with university policy on nondiscrimination.

(A) Tenure

A recommendation of tenure represents a judgment that a full-time member of the faculty can be expected to perform all professional duties well over an extended period of time. In evaluating candidates for academic tenure, the department and the Dean shall consider the following factors (see *Addendum B, Procedures*):

- (1) Evidence of effective teaching. Examples of such evidence shall include written faculty evaluations and written evaluation by students. Evidence may also include

²Adopted November 13, 1992. Amended May 2005. Amended April 8, 2011. Amended October 7, 2016.

effective guidance of the research of individual students.

- (2) Evidence of scholarly and/or creative excellence in the form of substantial peer-reviewed contributions to specific disciplines or fields of study and demonstrated potential, commitment, and ability to continue scholarly excellence. The evidence shall be in the form of scholarly publications, public presentations of creative works, and other forms of publication or scholarly/creative accomplishment as determined by the profession. These shall be evaluated by the appropriate faculty and by experts outside the University.
- (3) Evidence of active and continuing involvement with professional and educational activities outside the classroom.
- (4) Evidence of active and continuing involvement in University affairs, particularly in areas directly related to faculty administrative responsibilities and governance, at the department, College, or University level.

Tenure shall be conferred only upon faculty members who have demonstrated the capacity to grow professionally to the extent necessary to achieve senior academic rank. In recommending the tenuring of faculty members appointed to more than one academic department or program (i.e., where there is a split budgetary line, not a courtesy appointment), the concurrence of all departments sharing the appointment shall be solicited. In the event of disagreement among the departments, the Promotion and Tenure Committee shall recommend to the Dean which of the recommendations should be accepted as the final faculty recommendation. In recommending the tenuring of College faculty members who have been initially elected to the faculties of other colleges of the University, the opinion of the deans of those other colleges shall be solicited. Upon a specific showing that the academic needs of the College have changed with respect to a particular position, that factor may also be considered in determining whether tenure shall be recommended.

(B) Promotion

A recommendation of promotion to full professor is a judgment that the faculty member possesses a record since promotion to associate professor that demonstrates a sustained, high level of distinction in her/his field through scholarly contributions, excellence in teaching, and active engagement in service, and that the faculty member's record provides confidence that he or she will continue to contribute at a high level of excellence in a pattern of sustained development and substantial growth in achievement and productivity.

In recommending the promotion of faculty members appointed to more than one academic department (i.e., where there is a split budgetary line, not a courtesy appointment), the concurrence of all departments sharing the appointment shall be solicited. In the event of disagreement among the departments, the Promotion and Tenure Committee shall

recommend to the Dean which of the recommendations should be accepted as the final faculty recommendation. In recommending the promotion of College faculty members who have been elected initially to the faculties of other colleges of the University, the opinion of the deans of those other colleges shall be solicited.

In the case of non-tenure accruing (FT contract) regular and specialized faculty the weighting of the factors below should conform to their contractual agreements.

In evaluating candidates for promotion to the rank of Associate Professor, the department(s) and the Dean shall consider the following factors:

- (1) Evidence of effective teaching. Examples of such evidence shall include written faculty evaluations and appropriate written evaluation by students. Evidence may also include effective guidance of the research of individual students.
- (2) Evidence of continuing scholarly and/or creative excellence in the form of substantial peer-reviewed contributions to specific disciplines or fields of study. The evidence shall be in the form of scholarly publications, public presentations of creative works, and other forms of publication or scholarly/creative accomplishment as determined by the profession. These shall be evaluated by the appropriate faculty and by experts outside the University.
- (3) Evidence of active and continuing involvement with professional and educational activities outside the classroom, including, but not restricted to, service to the community and nation.
- (4) 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 department, College, or University level.

In evaluating candidates for promotion to the rank of Professor, the department(s) and the dean shall consider the following factors:

- (1) Evidence of sustained effectiveness in teaching. Examples of such evidence shall include written faculty evaluations and appropriate, written evaluation by students.
- (2) Evidence of continued, significant, sustained, and substantial peer-reviewed contributions to specific disciplines or fields of study and evidence of national or international recognition for these contributions through published research, public presentations of creative work, or other means of peer-reviewed recognition in the field(s). These shall be evaluated by the appropriate faculty and by experts outside

the University.

- (3) Evidence of active and continuing involvement with professional and educational activities outside the classroom, including, but not restricted to, service to the community and nation, such as distinguished contributions to American higher education, service on presidential advisory boards or commissions, leadership positions in professional associations or agencies, planning or coordination of projects for major national or international agencies dealing with cultural or scientific issues of broad significance.
- (4) 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 department, College, or University level.

ADDENDUM B

PROCEDURES FOR TENURE AND PROMOTION DECISIONS OF THE TENURE AND PROMOTION COMMITTEE OF THE COLUMBIAN COLLEGE OF ARTS AND SCIENCES³

(A) Department Procedures

- (1) All tenure and promotion actions shall be initiated by at least an absolute majority vote of the eligible members of the academic department or program in which the candidate holds primary appointment. In the case of split budgetary appointments, the absolute majority vote must hold in each of the departments. In the event that two or more departments vote and their votes disagree, the Promotion and Tenure Committee shall recommend to the Dean which of the recommendations should be accepted. Favorable department recommendations for tenure and/or promotion shall be forwarded for review to the Promotion and Tenure Committee as specified by the College Calendar (unless there are extenuating circumstances in the case, e.g., appeals, the need for more external letters, etc.). The Committee shall then forward its advice to the Dean by the date specified in the College Calendar (unless there are extenuating circumstances in the case, e.g., the need for more external letters). The accompanying dossier shall include the candidate's resume, external evaluations, and such evidence as copies of written faculty evaluations and appropriate written student comments. The department may also forward to the Committee letters solicited from GWU faculty, students, or administrators attesting to the candidate's contributions to the organizational life of the College and the University. In the case of unfavorable decisions, the Chair of the department shall inform the candidate, provide an explanation, and do so in a timely manner.

In preparing recommendations to be forwarded to the Committee, the departments shall use the following procedures:

- (a) For tenure decisions: At least five letters shall be solicited by the department from appropriate experts outside the University attesting to the candidate's scholarly achievements and potential. The department chair shall call a meeting of all tenured members of equal or higher rank. The notice of the meeting, accompanied by the

³Adopted November 13, 1992. Amended May 2005. Amended April 8, 2011. Amended April 19, 2013. Amended October 7, 2016. Amended February 3, 2017.

candidate's resume, external evaluations, and other pertinent material, shall be made available five working days in advance. After discussion of the candidate's qualifications, a vote shall be taken in accordance with departmental bylaws.

(b) For promotion decisions: At least five letters shall be solicited by the department from appropriate experts outside the University attesting to the candidate's scholarly achievements and potential. The department chair shall call a meeting of all tenured members of rank higher than the rank of the candidate to be considered. The notice of the meeting, accompanied by the candidate's resume and other pertinent material, shall be sent out at least five working days in advance. After discussion of the candidate's qualifications, a vote shall be taken in accordance with departmental bylaws.

- (2) The Dean of Columbian College shall notify the department or program of concurrence or non-concurrence with their recommendation in a timely fashion following receipt of the Committee's advice, but not later than April 15 (unless there are extenuating circumstances in the case, e.g., appeals, the need for more external letters, etc.). The Dean shall forward the recommendation of the department or program to the Provost and Executive Vice President for Academic Affairs. In the event of non-concurrence with the recommendation of the department or program, the Dean shall give the reason(s) in writing.
- (3) Academic departments shall establish their own procedures for faculty evaluations of teaching and scholarly productivity and for student input. Departmental criteria and practices may supplement and specify, but may not violate, the College's criteria and procedures, which function as required minima for the entire faculty in arts and sciences. Department chairs shall make known to all members of the full-time faculty of the department both the department's practices and the College's criteria and procedures herein stated.
- (4) Department chairs or their designees shall request from each candidate for tenure and/or promotion a list of experts in a position to provide objective external evaluations of the candidate's scholarly or creative work or of professional service to the community or professional organizations. In addition, the department shall solicit the evaluation of external experts not on the candidate's list. A majority of external experts should not come from the candidate's list. The candidate shall not be told the identity of the external referees, to the extent permitted by law.
- (5) When a faculty member eligible for tenure or promotion is appointed in a department or program that, in the judgment of the Dean, has a number of tenured members insufficient to provide comprehensive evaluation, the Dean shall constitute an *ad hoc* expanded committee of faculty members from disciplines closely related to the

candidate's academic field. This Committee shall be charged to make the review and, following the procedures described in (1), shall make the appropriate recommendation to the Promotion and Tenure Committee. Similarly, when a faculty member becomes eligible for promotion in a department or program with insufficient tenured members above the candidate's rank to provide comprehensive evaluation, the Dean shall constitute an appropriate *ad hoc* Committee charged to review the candidate's case and, if warranted, make a recommendation for promotion. In the case of a small department, the procedures and criteria used shall be those specified by its bylaws; in the case of a non-departmental program, they shall be those of the arts and sciences department in the discipline which, in the judgment of the Committee with the concurrence of the Dean, most nearly coincides with the candidate's academic field.

(B) Committee Operations

(1) Membership

See Article XIII.

(2) Operating Rules

In conducting its affairs, the Committee shall observe the following rules:

(a) A quorum for decision on recommendations shall consist of two-thirds of the membership of the Committee (6 members).

(b) A positive recommendation to the Dean must be grounded in a majority vote of those eligible to vote. All other distributions are recommendations of non-concurrence. An abstention shall be considered a negative vote. If a committee member has a conflict of interest or is unable to vote, the proper action is recusal. In a case of disagreement over propriety of non-recusal, the chair shall decide. Should the Chair be the individual whose conflict of interest is in dispute, the non-recusal will be decided by a majority secret ballot of voting committee members.

(c) In general, only materials since last promotion are relevant to the case. Publications that appeared during the timeframe of an earlier review or were relevant for a previous promotion are not generally part of the current case.

(d) Absentee votes on recommendations, submitted in writing to the presiding officer, shall be accepted on condition that the member casting the absentee vote shall have been present for a significant portion of the Committee's discussion of the issue being decided.

(e) No Committee member shall take part in discussion, deliberation, or voting concerning any recommendation from that member's own department(s) or program(s).

(f) All discussions and recommendations of the Committee are to be held in strict confidence.

(g) All necessary communications between the Committee and the Dean, faculty members, and departments shall be made through the Chair of the Committee.

(h) The Dean may consult with the Committee to understand more fully the nature of its deliberations and recommendation, but only after the vote has been taken. This preserves the independence of the committee.

Timeframe and deadlines for decisions and appeals can be found in Addendum A.

(3) Tenure and Promotion Recommendations and Procedures

(a) With respect to all departmental or ad hoc committee recommendations for appointments with tenure and for promotion or tenure of regular faculty, the Committee shall review all departmental recommendations and issue its own independent concurrence or non-concurrence with that recommendation based on whether the candidate has met the criteria of the College, and advise the Dean as to whether it has identified any compelling reasons for non-concurrence with the departmental recommendation as defined in Section E of the Faculty Code.

(b) The Committee may request or gather additional information, documentation, or clarification regarding recommendations they are considering, including asking departmental or *ad hoc* committee representatives to appear before it and/or to supply additional information beyond what was originally presented.

(c) After deliberation, the Committee shall forward its recommendations for tenure and promotion to the Dean by February 1 and its recommendations for promotion only by March 1 (unless there are extenuating circumstances in the case, e.g., appeals, the need for more external letters, etc.).

(d) The Dean shall consider the Committee's recommendations and notify the departments and the Committee of his/her concurrence or non-concurrence not later than April 15 (unless there are extenuating circumstances in the case, e.g., appeals, the need for more external letters, etc.).

(4) Complaints Concerning Reappointment, Promotion, or Tenure

As prescribed in Article XIII (D) of the *Bylaws*, the Committee will review complaints by regular faculty whose departments have not recommended reappointment, promotion, or tenure for reasons other than alleged discrimination. Complaints alleging discrimination are brought before the Grievance Committee of the Faculty Senate under provisions of the *Faculty Code*.

(a) In initiating a complaint, the complainant will be expected to provide the Committee with appropriate documentation to support the charge. The documentation should in general parallel that requested from the department to accompany a recommendation for reappointment, promotion, or tenure.

(b) The complainant may consult the Chair of the Committee concerning the nature of materials to be presented without the Chair being considered a party to the complaint.

(c) A copy of materials furnished by the complainant will be made available to the department for preparation of a written response. The department's response will be made available to the complainant.

(d) After examining the materials presented by both complainant and department, the Committee may recommend a disposition of the complaint without holding a hearing.

(e) If a hearing is held, the Committee will meet separately with the complainant and departmental representative(s), who will not be allowed to question each other. Committee members will direct questions to either party concerning the materials presented and the merits of the complaint.

(f) After hearing and deliberating about the complaint, the Committee will send a recommendation to the Dean concerning its disposition.

(g) Within fourteen working days of receipt of the Committee's report, the Dean shall notify the complainant and the Department of his/her action in the matter of reappointment, promotion, or consideration for tenure.

(5) Appointments of Assistant, Associate, and Vice Deans

Upon announcement of a vacancy for appointment as Assistant, Associate, or Vice Dean of the College, the Committee will review applications and recommend candidates to be interviewed by the Dean. If none of the candidates is approved for

appointment by the Dean, or if all nominees decline appointment, the vacancy will be re-opened, additional applications sought, and a new list of nominees shall be submitted to the Dean by the Committee.